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Report of the Economic and Social Council

Programme budget for the biennium 2018–2019

Revised estimates resulting from resolutions and decisions adopted by the Economic and Social Council at its 2018 session

Report of the Secretary-General

Summary

The present report provides detailed information on the budgetary impact arising from resolutions and decisions adopted by the Economic and Social Council at its 2018 session, held from 27 July 2017 to 26 July 2018.

The present report includes the budgetary impact related to Economic and Social Council resolution 2018/19, entitled "Ad Hoc Advisory Group on Haiti", and United Nations Forum on Forests resolution 13/1 on the outcome of the thirteenth session of the United Nations Forum on Forests. The budgetary impact for 2019, amounting to $69,200, is being accommodated within the approved budget level for 2018–2019 for section 9, Economic and social affairs; the budgetary impact for the budget years 2020 and 2021, amounting to $282,900, would be accommodated within the overall resources that would be made available under section 9, Economic and social affairs.

Furthermore, the present report includes information on the proposed restructuring of the Economic Commission for Africa and the related proposed reorganizing, realigning and reprofiling of resources in accordance with the new strategic directions of the Commission, as endorsed by the Council. The budgetary impact of those changes is within the overall approved budget level for 2018–2019 for section 18 A, Economic Commission for Africa.

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I. Introduction

1. The implications for the programme of work of the Economic and Social Council arising from the adoption of General Assembly resolution 68/1, on the review of the implementation of Assembly resolution 61/16 on the strengthening of the Economic and Social Council, included the following, as set out in the annex to the resolution:

(a) The Council should adjust its programme of work to a July-to-July cycle (para. 5);

(b) The Council should continue to have one substantive and one organizational session. In order to ensure a more responsive Council, it might convene special sessions in accordance with its rules of procedure. The Council, as a principal organ of the United Nations, was also entitled to hold ad hoc meetings as and when needed to address urgent developments in the economic, social, environmental and related fields (para. 10);

(c) The Council should hold the regular meetings of its substantive sessions in New York, and the humanitarian affairs segment should continue to alternate between New York and Geneva. On an ad hoc and cost-effective basis, another United Nations location could be decided upon if that would contribute to a better discussion on the chosen main theme (para. 16).

2. The present report is submitted to inform the General Assembly of the additional requirements arising from the resolutions and decisions adopted by the Council at its 2018 session, held from 27 July 2017 to 26 July 2018.

3. The Council adopted three resolutions in which it authorized relevant Secretariat entities to undertake additional activities, including those for which no provisions had been made in the programme budget for the biennium 2018–2019.[1] In accordance with rule 31 of its rules of procedure, the Council was provided, where appropriate, with the relevant statements of programme budget implications.

4. In its report on the revised estimates resulting from resolutions and decisions adopted by the Council at its substantive session of 1999 (A/54/7/Add.2), the Advisory Committee on Administrative and Budgetary Questions requested that future reports on the subject contain full cost estimates, including both conference and non-conference costs, of additional requirements. In response to that request, the additional requirements arising from the resolutions and decisions adopted by the Council at its 2018 session and related to the programme budget for the biennium 2018–2019 are described below.

5. Should the Council adopt any resolutions and/or decisions in 2018 after the issuance of the present report that give rise to programme budget implications for the biennium 2018–2019, the corresponding revised estimates will be issued as an addendum to the present report.

[1] The programme budget for the biennium 2018–2019 was approved by the General Assembly in its resolution 72/263 A.

II. Additional requirements and modifications to the programme of work entailed by resolutions and decisions adopted by the Economic and Social Council

A. Resolution 2018/19: Ad Hoc Advisory Group on Haiti

6. In paragraphs 13–16 of its resolution 2018/19, the Economic and Social Council:

(a) Decided to extend the mandate of the Ad Hoc Advisory Group on Haiti until the conclusion of its 2019 session, with the purpose of following closely and providing advice on the long-term development strategy of Haiti to promote socioeconomic recovery, reconstruction and stability, with particular attention to the need to ensure coherence and sustainability in international support for Haiti, based on the long-term national development priorities, building upon the Strategic Plan for the Development of Haiti, and stressing the need to avoid overlap and duplication with respect to existing mechanisms;

(b) Expressed its satisfaction to the Secretary-General for the support provided to the Advisory Group, and requested him to continue to support the activities of the Group adequately and within existing resources;

(c) Requested the Advisory Group, in accomplishing its mandate, to continue to cooperate with the Secretary-General and his Special Representative for Haiti and Head of the United Nations Mission for Justice Support in Haiti, the United Nations Sustainable Development Group, relevant United Nations funds and programmes, the specialized agencies, the international financial institutions, regional organizations and institutions, including the Economic Commission for Latin America and the Caribbean, the Organization of American States, the Caribbean Community, the Union of South American Nations and the Inter-American Development Bank, other major stakeholders and civil society organizations, and in that regard welcomed the continuation of the dialogue between the members of the Advisory Group and the Organization of American States;

(d) Also requested the Advisory Group to submit a report on its work, with recommendations, as appropriate, to the Council for its consideration at its 2019 session.

7. It is estimated that the support to be provided to the Ad Hoc Advisory Group would amount to $39,200 (see table 1), for which no provision had been made in the programme budget for the biennium 2018–2019, and would consist of the following: (a) the travel expenses of members of the Advisory Group and up to two staff members of the Department of Economic and Social Affairs to meet with the international financial institutions and the Organization of American States in 2019 and undertake a mission to Haiti in the same year ($36,700); and (b) meeting support services in Haiti ($2,500).

Table 1
Resource requirements under section 9, Economic and social affairs, of the proposed programme budget for the biennium 2018–2019
(United States dollars)

	Total requirements
Travel of representatives	33 000
Travel of staff	3 700
Contractual services	2 500
Total	**39 200**

8. In the context of the consideration of Council resolutions extending the mandate of the Advisory Group, the most recent one being resolution 2017/26, the Secretary-General advised that those requirements would be accommodated within section 9, Economic and social affairs, of the programme budget for the biennium 2018–2019. It is likewise proposed that the resource requirements in the amount of $39,200 arising from the adoption of resolution 2018/19 be accommodated within section 9, Economic and social affairs, of the programme budget for the biennium 2018–2019.

9. With regard to the provisions of paragraph 14 of resolution 2018/19, in which the Council requested the Secretary-General to continue to support the activities of the Advisory Group adequately and within existing resources, the attention of the Council was drawn to the provisions of section VI of General Assembly resolution 45/248 B and subsequent resolutions, the most recent of which was resolution 72/261, in which the Assembly had reaffirmed that the Fifth Committee was the appropriate Main Committee of the Assembly entrusted with responsibilities for administrative and budgetary matters and had also reaffirmed the role of the Advisory Committee on Administrative and Budgetary Questions.

B. Outcome of the thirteenth session of the United Nations Forum on Forests

10. The Economic and Social Council took note of the report of the United Nations Forum on Forests on its thirteenth session (E/2018/42-E/CN.18/2018/9) containing United Nations Forum on Forests resolution 13/1. In paragraphs 4 and 11 of the resolution, the Forum:

(a) Requested the Forum secretariat to report on progress in implementing the communication and outreach strategy to the Forum at its fourteenth and subsequent sessions, and to produce, from within existing resources, a concise print and online publication on the global forest goals and targets, featuring infographics, to be used in outreach to a range of audiences within and outside the forest community;

(b) Emphasized the value of making effective use of the information provided by members through their voluntary national reporting, and to that end requested the Forum secretariat to prepare, on the basis of the initial round of reporting and in consultation with members of the Forum, member organizations of the Collaborative Partnership on Forests and relevant stakeholders, a concise "flagship" publication on progress towards achieving the global forest goals and targets, for release by the end of 2021, using existing resources, suitable for a range of audiences within and outside the forest sector, and also requested the secretariat to report on planning in that regard to the Forum at its fifteenth session.

11. In order to implement the request contained in paragraph 4 of Forum on Forests resolution 13/1, resource requirements in the amount of $30,000 for the production of the publication, including print layout, translation and printing, would be required in 2019.

12. In order to implement the request contained in paragraph 11 of the Forum resolution, the following activities and resources would be required in 2020 and 2021:

(a) General temporary assistance (at the P-4 level for 3 months) to maintain information, both quantitative and qualitative, and to supply extracts in the format needed by analysts. The incumbent would work in collaboration with the Food and Agriculture Organizations of the United Nations (FAO) and with the use of forest resources assessment, extract data on outcomes and present it in a format for use by authors, and follow up on problems and inconsistencies with regard to the data ($44,400 in 2020);

(b) Consultants: 7 authors for 40 working days each, six authors to analyse one each of the six global forest goals of the United Nations strategic plan for forests 2017–2030, and one leading author to write the overall text and compare progress made across all goals. The responsibilities of the consultants, among other things, include aggregating data, analysing it and developing and writing the text ($140,000 in 2020);

(c) Travel of the Advisory Group: 2 meetings of 3 days each, with 10 experts for each meeting, a group of 10 experts would guide and supervise the overall production process of the publication. The Advisory Group would include, inter alia, the staff of the secretariat of the United Nations Forum on Forests, the FAO Global Forest Resources Assessment, authors and a Bureau member ($62,000 in 2020);

(d) Editor: one Editor for 20 working days to provide assistance with language and internal consistency checking ($10,000 in 2020);

(e) Contractual services for layout, translation and printing services ($26,500 in 2021).

13. The Forum resolution gives rise to total resource requirements of $312,900 under section 9, Economic and social affairs, as detailed in the table below.

Table 2
Resource requirements under section 9, Economic and social affairs, of the proposed programme budget for the biennium 2018–2019 and estimated requirements for the biennium 2020–2021

(United States dollars)

Requests contained in United Nations Forum on Forests resolution 13/1	*Total requirements*	*Requirements for 2019*	*Requirements for 2020 and 2021*
Production of a concise print and online publication on the global forest goals and targets, including the layout, translation and printing thereof (para. 4)	30 000	30 000	–
Production of a "flagship" publication for release by the end of 2021 (para. 11)			
General temporary assistance (in 2020)	44 400	–	44 400
Consultancies (in 2020)	140 000	–	140 000
Advisory group (in 2020)	62 000	–	62 000
Editor (in 2020)	10 000	–	10 000
Contractual services (in 2021)	26 500	–	26 500
Total	**312 900**	**30 000**	**282 900**

14. Requirements in the amount of $30,000 for the year 2019 have not been included as part of the programme budget for the biennium 2018–2019, however the Secretariat plans to meet the additional requirements within the approved appropriation, including through extrabudgetary funding. The requirements in the amount of $282,900 for the budget years 2020 and 2021 would be accommodated within the overall resources that would be made available under section 9, Economic and social affairs.

15. With regard to the requests contained in paragraphs 4 and 11 of United Nations Forum on Forests resolution 13/1, to fulfil those requirements from within existing resources, the attention of the Council was drawn to the provisions of section VI of General Assembly resolution 45/248 B and subsequent resolutions, the most recent of which was resolution 72/261, in which the Assembly had reaffirmed that the Fifth Committee was the appropriate Main Committee of the Assembly entrusted with responsibilities for administrative and budgetary matters and had also reaffirmed the role of the Advisory Committee on Administrative and Budgetary Questions.

C. Resolution 2018/23: New strategic directions of the Economic Commission for Africa

16. By its resolution 2018/23 of 24 July 2018, the Economic and Social Council endorsed the new strategic directions of the Economic Commission for Africa (ECA) as set out in the note by the Executive Secretary of the Commission entitled "New strategic directions of the Economic Commission for Africa: putting ideas into action for an empowered and transformed Africa". Under the terms of the new strategic directions of ECA, the subprogrammes of ECA will be recalibrated to deliver the new vision under the new strategic directions.

17. The proposed restructuring of ECA and the related proposed reorganizing, realigning and reprofiling of resources in accordance with the new strategic directions of ECA is set out below. The proposed changes in resources are within the overall approved budget level for 2018–2019.

Background

18. The year 2018 marks the sixtieth anniversary of the establishment of ECA and offers an opportunity to take stock of its achievements and reposition itself to respond to the priorities and aspirations of its member States. In pursuit of its mandate, ECA has periodically scanned the development environment and has instituted a range of organizational transformations and renewals to position itself to ensure that it remains relevant to the needs and aspirations of its member States and can respond to emerging needs and challenges.

Rationale for strategic repositioning of the Commission

19. The previous restructuring exercise, undertaken in 2013, refocused the programmes of the Commission to make them more responsive to the transformative agenda of Africa. Since 2013, however, there have been significant developments at the global and regional levels that warrant further reforms by ECA to ensure that it can effectively implement its mandate and respond to the evolving needs of its member States. In that regard and with due consideration for the development context shaping the region and the key mandates of the Commission, ECA, under the leadership of its new Executive Secretary, embarked upon a process of reflection, consultation and forward thinking in September 2017. To that end, several strategic reviews have been undertaken, with a view to reorienting the Commission to effectively support implementation of and follow-up to the 2030 Agenda for

Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, Agenda 2063 of the African Union, the new United Nations-African Union framework for the implementation of the 2030 Agenda, Agenda 2063 and the Joint United Nations-African Union Framework for Enhanced Partnership on Peace and Security.

20. A series of consultations were conducted with stakeholders, including Heads of State and Government, ministers of finance and planning, ministers for foreign affairs, African Ambassadors in Addis Ababa, partner organizations, including the African Union and the African Development Bank, bilateral partners and ECA staff members. The outcome of the process of reflection and consultations pointed to the need to reorient the strategic direction of the Commission with a view to taking advantage of opportunities, addressing the development challenges faced by Africa, responding to the needs of member States and effectively implementing the mandates of the Commission.

Review process

21. At its fifty-first session, the ECA Conference of African Ministers of Finance, Planning and Economic Development adopted resolution 959 (LI), entitled "Revised strategic framework and biennial programme plan of the Economic Commission for Africa for the biennium 2018–2019". In the resolution, the Conference acknowledged with appreciation the new strategic focus of the Commission on supporting the sustainable development of Africa through a growth enabling macroeconomic and microeconomic environment with, as its key priorities, eradicating poverty and addressing inequality; achieving gender equality and the empowerment of women; accelerating economic integration and trade through increased diversification, stronger institutions, better governance and closer engagement with the private sector; promoting green and blue economic development paths through energy, natural resources and climate change adaptation and mitigation; expanding domestic resource mobilization as a long-term path to sustainable development finance; and forging a data-informed policy architecture.

22. On 26 June 2018, the revised strategic framework, as contained in document E/ECA/COE/37/4/Rev.1, was provided for information to the fifty-eighth session of the Committee for Programme and Coordination. On 3 July 2018, ECA resolution 959 (LI) was transmitted, through the report of the Secretary-General (E/2018/15/Add.1), to the Economic and Social Council for action. In its resolution 2018/23 of 24 July 2018, the Council endorsed the proposal.

Putting ideas into action for an empowered and transformed Africa

23. The strategic objective of ECA is framed around delivering ideas and actions for an empowered, inclusive and transformed Africa in the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 through its three core facets, namely, its convening function, its function as a think tank and its operational function, as articulated below:

(a) Convening function: providing dedicated regional intergovernmental and multi-stakeholder platforms with strong ownership by member States, regional bodies and development banks that result in agreed development policy frameworks, standards and action plans and that reinforce multilateralism at the regional and subregional levels;

(b) Think-tank function: conducting multi-sectoral research and analysis that nurture the integration of the three pillars of sustainable development, and promote peer learning, innovative thinking and the advocacy of public policies while fostering intersectoral linkages and synergies;

(c) Operational function: provision of policy advice at the country level through direct demand-based support to member States in areas related to its normative and analytical work and in collaboration with the United Nations system at the country level.

24. The Commission will focus on the following five new strategic directions:

(a) Advancing the position of ECA as a premier knowledge institution by strengthening knowledge profile of the staff;

(b) Developing macroeconomic and structural policy options to accelerate economic diversification and job creation;

(c) Designing and implementing innovative financing models for infrastructure, human, physical and social assets for a transforming Africa;

(d) Contributing solutions to regional and transboundary challenges, with a focus on peace security and social inclusion as an important development nexus;

(e) Advocating Africa's position at the global level and developing regional responses as a contribution to global governance issues.

25. In its work, the Commission plans to move beyond merely focusing on the public sector, and aims to actively adopt, as part of its working modalities and efforts, ideas and actions designed to deepen and grow the private sector, in particular the African private sector. This would be achieved by harnessing the private sector as the engine for driving production and productivity growth and a provider of alternative means of financing development. ECA will therefore deepen its collaboration with the private sector in support of policies that foster stronger private sector participation in African economies and stronger private sector governance.

26. The Commission will also work with member States in both the normative and practical aspects of State-building through robust economic governance systems, which should include focusing on conflict and post conflict countries with the aim of building their resilience and thereby preventing further crises.

Programme-related changes

27. In the light of the above aspirations, the ECA subprogrammes will accordingly be recalibrated, taking due account of the comparative advantages and programmatic priorities of the Commission. The overall programme of work of ECA will therefore be organized around eight divisions and nine interdependent and complementary subprogrammes, as follows:

(a) Subprogramme 1, Macroeconomic policy and governance: This subprogramme will focus on supporting member States in their efforts to accelerate economic transformation and inclusive growth through effective development planning, improved macroeconomic management and economic governance, and better mobilization and allocation of national and international public finance;

(b) Subprogramme 2, Regional integration and trade: This subprogramme will focus on the central role of achieving effective regional cooperation and integration among member States by supporting efforts to deepen regional markets, boost intra-African trade, accelerate industrialization and tackle the challenges of structural transformation;

(c) Subprogramme 3, Private sector development and finance: The new subprogramme will support member States in their endeavours to achieve sustained economic growth and transformation through leveraging the role and resources of the private sector, with an emphasis on increasing private sector investment in agriculture, infrastructure, energy and services, promoting innovative financing for

the development of capital markets, attracting investment and improving the business-enabling environment;

(d) Subprogramme 4, Data and statistics: This subprogramme will continue its work on improving the production, dissemination and use of high-quality and comparable data and statistics in Africa to support evidence-based policymaking, planning, implementation, monitoring and reporting under the 2030 Agenda for Sustainable Development and Agenda 2063;

(e) Subprogramme 5, Climate change, environment and natural resource management: This subprogramme builds upon the previous subprogramme 3. It will play a vital role in supporting the efficient management of the continent's natural resource endowments, reducing the negative impacts of climate change by moving towards green transitions and climate-resilient development and harnessing new technologies in the context of sustainable development. The previous subprogramme 5, Capacity development, under the programme budget will be implemented by subprogrammes 1, 2 and 3.

(f) Subprogramme 6, Gender equality and women's empowerment: This subprogramme, under the Poverty, Inequality and Social Policy Division, will address emerging issues that have impacts on African women and girls and will also promote and support member States in their work to achieve gender equality and the empowerment of women.

(g) Subprogramme 7, Subregional activities for development: This subprogramme will be delivered through the five subregional offices covering Central, East, West, North and Southern Africa, whose selected thematic areas of specialization will equip them to tackle more effectively the development challenges faced by member States in their respective subregions;

(h) Subprogramme 8, Economic development and planning: This subprogramme will be strengthened to improve public sector management and development planning in support of the structural transformation of member States;

(i) Subprogramme 9, Poverty, inequality and social policy: The focus of this subprogramme, under the Poverty, Inequality and Social Policy Division, will be sharpened to contribute to achieving inclusive and equitable sustainable human and social development in Africa.

Organizational restructuring principles

28. In line with the revised strategic priorities and to enable an organizational structure premised on efficiency and effectiveness, the ECA senior management team has articulated the following principles for the restructuring of its organizational units:

(a) All divisions, substantive and programme support, will be organized with a minimum of three sections;

(b) Each substantive division will follow a minimum-based capacity post distribution principle of three P-5, four P-4, and five P-3 posts, to the extent possible and to be augmented by other sources of funds. The substantive divisions will retain the number of P-2 posts as set out in the programme budget;

(c) Each subregional office will be organized into a maximum of two sections and an administrative and finance unit and will follow, to the extent possible, a minimum-based capacity post distribution principle of two P-5, three P-4, four P-3 and four P-2 posts, where possible;

(d) Following consultations and review, the five subregional offices of the Commission are to specialize in selected thematic areas to ensure a more effective approach to priority issues of concern and development challenges faced by member States in their respective subregions. The areas of specialization identified for the subregional offices are as follows:

Subregional office	*Area of specialization*
North Africa, Rabat	Employment skills and balanced development
West Africa, Niamey	Demographic dynamics for development
Central Africa, Yaoundé	Economic diversification policy and reform
East Africa, Kigali	Deepening regional integration in East Africa, towards the implementation of the African Continental Free Trade Area
Southern Africa, Lusaka	Inclusive industrialization

Administrative and budgetary implications of the proposed restructuring

29. From an organizational effectiveness and efficiency perspective, and to cater to the requirements of the programmatic changes, some organizational units have been remapped. The posts and staff of those organizational units will therefore be reflected in the structure of the receiving organizational unit.

30. The existing structure (see annex I), provides for two vertical pillars: (a) knowledge generation, headed by the Deputy Executive Secretary and Chief Economist and comprising substantive divisions; and (b) knowledge delivery, headed by the Deputy Executive Secretary for Knowledge Delivery and comprising the subregional offices, the African Institute of Economic Development and Planning and the programme support divisions, which include the Division of Administration and the Public Information and Knowledge Management Division.

31. In the revised structure (see annex II), the vertical pillar system has been replaced with a reconfigured organizational structure. The programmes pillar is to be headed by the Deputy Executive Secretary (Programmes) and comprise all nine subprogrammes. The programme support pillar is to be headed by the Deputy Executive Secretary (Programme Support) and comprise the Division of Administration and the reconstituted Publications, Conference and Knowledge Management Division. The dotted line in the organigramme contained in annex II to the present report indicates that, in the absence of one of the Deputy Executive Secretaries, the other will lead both pillars. The executive direction and management pillar will include the Office of the Executive Secretary, the Office of the Deputy Executive Secretary (Programmes), the Office of the Deputy Executive Secretary (Programme Support) and comprise the Strategic Planning, Oversight and Results Division. In addition, the units outlined below will also report to the Executive Secretary:

(a) Partnerships and Resource Mobilization Section, which is currently part of the Strategic Planning, Partnerships and Operational Quality Division;

(b) External Communications and Media Relations Section, which is currently part of the Public Information and Knowledge Management Division.

32. The post resources under the discontinued subprogramme 5, Capacity development, will be redeployed to other substantive subprogrammes and executive

direction and management, and the subprogramme will be implemented within subprogramme 1, Macroeconomic policy and governance, subprogramme 2, Regional integration and trade, and subprogramme 3, Private sector development and finance.

33. The African Centre for Gender will be integrated into the newly constituted Gender, Poverty and Social Policy Division and will continue its mandate under subprogramme 6, Gender equality and women's empowerment.

34. To ensure that ECA has full oversight and management of centres and contributes technically to the work of the centres, the existing centres will be moved into divisions. Accordingly, the following changes are proposed:

(a) The land policy initiative and the African Land Policy Centre, currently part of the Regional Integration and Trade Division (subprogramme 2), with its resources will be moved to the Agriculture and Business Enabling Environment Section, under subprogramme 3, Private sector development and finance;

(b) The African Climate Policy Centre and the African Minerals Development Centre, currently part of the Special Initiatives Division (subprogramme 3), with all its available resources will be moved under subprogramme 5, Climate change, environment and natural resource management.

35. A new division under programme support is being established as the Publications, Conference and Knowledge Management Division with the discontinuance of the previous Public Information and Knowledge Management Division. The Office of the Director of the Publications, Conference and Knowledge Management Division is to be a reconstitution of the Office of the Director of the discontinued Division and will retain the D-1 and two local level posts of the discontinued Division.

36. The Conference Management Section under programme support in the Division of Administration will be moved to the newly established Publications, Conference and Knowledge Management Division, which is also under programme support.

37. The new direction of ECA calls for a Finance and Budget Section. As a result, the Integrated Planning and Budgeting Section currently under the Strategic Planning, Partnerships and Operational Quality Division has been discontinued, with all planning issues moved to the Corporate Policy, Planning, Monitoring and Reporting Section under the newly reconfigured Strategic Planning, Oversight and Results Division. The budgeting functions are to be transferred to the Budget Unit in the newly established Finance and Budget Section under the Division of Administration.

Overview of resources

38. The overall resources proposed for section 18.A, Regional commission in Africa, is $154,643,000, excluding resources for section 18.B, Regional Commissions New York Office.

Table 3
Approved resources by component, 2018–2019

	Financial resources (thousands of United States dollars)	*Posts*
Regular budget		
A. Policymaking organs	920.6	–
B. Executive direction and management	18 033.8	58
C. Programme of work		
Subprogramme 1, Macroeconomic policy	7 435.0	26
Subprogramme 2, Regional integration and trade	6 721.8	25
Subprogramme 3, Innovations, technologies and management of Africa's natural resources	5 257.2	18
Subprogramme 4, Statistics	9 565.4	38
Subprogramme 5, Capacity development	3 430.2	12
Subprogramme 6, Gender and women in development	1 772.0	5
Subprogramme 7, Subregional activities for development		
(a) Subregional activities in North Africa	6 685.3	21
(b) Subregional activities in West Africa	6 432.3	19
(c) Subregional activities in Central Africa	7 287.0	21
(d) Subregional activities in East Africa	6 651.8	21
(e) Subregional activities in Southern Africa	6 628.7	21
Subprogramme 8, Development planning and administration	2 600.0	–
Subprogramme 9, Social development policy	5 895.7	21
Subtotal, programme of work	**76 362.4**	**248**
D. Programme support	59 326.2	229
Total (net of staff assessment)	**154 643.0**	**535**

Table 4
Proposed resources by component, 2018–2019

	Financial resources (thousands of United States dollars)	*Posts*
Regular budget		
A. Policymaking organs	920.6	–
B. Executive direction and management	17 684.8	54
C. Programme of work		
Subprogramme 1, Macroeconomic policy and governance	7 346.3	25
Subprogramme 2, Regional integration and trade	6 102.7	21
Subprogramme 3, Private sector development and finance	5 258.1	18
Subprogramme 4, Data and statistics	9 165.7	36
Subprogramme 5, Climate change, environment and natural resources management	4 895.0	21
Subprogramme 6, Gender equality and women's empowerment	1 948.4	6

	Financial resources (thousands of United States dollars)	*Posts*
Subprogramme 7, Subregional activities for development		
(a) Subregional activities in North Africa	6 391.4	19
(b) Subregional activities in West Africa	6 116.6	18
(c) Subregional activities in Central Africa	7 636.3	23
(d) Subregional activities in East Africa	6 475.4	20
(e) Subregional activities in Southern Africa	6 452.3	20
Subprogramme 8, Economic development and planning	2 600.0	–
Subprogramme 9, Poverty, inequality and social policy	5 943.9	21
Subtotal, programme of work	**76 332.1**	**248**
D. Programme support	59 705.5	233
Total (net of staff assessment)	**154 643.0**	**535**

Note: All components and subprogrammes include the initial appropriation from 2018. This includes subprogramme 3, Private sector development and finance, which includes the initial appropriation from the repositioned subprogramme 3, Innovations, technologies and management of Africa's natural resources, and subprogramme 5, Climate change, environment and natural resources management, which includes the initial appropriation from the discontinued subprogramme 5, Capacity development.

Table 5
Summary of resource requirements by object of expenditure, 2018–2019

(Thousands of United States dollars)

Object of expenditure	*Approved*	*Changes*	*Revised*
Posts	96 066.7	–	96 066.7
Other staff costs	5 061.4	–	5 061.4
Consultants	2 311.7	–	2 311.7
Experts	6 536.6	–	6 536.6
Travel of staff	3 396.7	–	3 396.7
Contractual services	11 955.1	–	11 955.1
General operating expenses	13 344.9	–	13 344.9
Hospitality	103.7	–	103.7
Supplies and materials	4 909.9	–	4 909.9
Furniture and equipment	7 640.4	–	7 640.4
Grants and contributions	3 315.9	–	3 315.9
Total (net of staff assessment)	**154 643.0**	**–**	**154 643.0**

39. Overall there is no change in resources from the initial appropriation.

Table 6
Proposed changes in post resources, 2019

	Number of posts	*Level*
Regular budget		
Approved for the biennium 2018–2019	535	1 USG, 2 D-2, 15 D-1, 43 P-5, 145 P-4/3, 27 P-2/1, 15 National Professional Officer, 287 Local level
New posts	7	3 P-5 in subprogramme 3 (new)
		1 P-5 in subprogramme 5 (new)
		1 P-4 in programme support
		1 P-3 in subprogramme 5 (new)
		1 P-3 in programme support
Reclassification	–	1 P-5 as P-4 under executive direction and management
Redeployment	–	1 D-1 from the Public Information and Knowledge Management Division (discontinued) under executive direction and management to the Publications, Conference and Knowledge Management Division (new) under programme support
		1 D-1 from subprogramme 3 (discontinued) to subprogramme 5 (new)
		1 D-1 from subprogramme 5 (discontinued) to subprogramme 3 (new)
		1 P-5 from subprogramme 1 to subprogramme 3 (new)
		1 P-5 from subprogramme 2 (Addis Ababa) to subprogramme 7, component 3 (Yaoundé)
		2 P-5 from subprogramme 3 (discontinued) to subprogramme 5 (new)
		1 P-5 from subprogramme 5 (discontinued) to executive direction and management
		1 P-5 from subprogramme 5 (discontinued) to subprogramme 9
		1 P-5 under executive direction and management from the Public Information and Knowledge Management Division (discontinued) to the Office of the Executive Secretary
		1 P-5 under executive direction and management from the Strategic Planning, Partnerships and Operational Quality Division (Strategic Planning, Partnerships and Operational Quality Division) (discontinued) to the Office of the Executive Secretary
		1 P-5 under programme support from the Division of Administration to the Publications, Conference and Knowledge Management Division (new)
		1 P-4 from executive direction and management to programme support
		1 P-4 from subprogramme 1 to subprogramme 3 (new)
		1 P-4 from subprogramme 2 to subprogramme 3 (new)
		1 P-4 from subprogramme 2 to subprogramme 5 (new)
		1 P-4 from subprogramme 5 (discontinued) to executive direction and management
		1 P-4 from subprogramme 7, component 1 (Rabat), to subprogramme 3 (new) (Addis Ababa)
		1 P-4 from subprogramme 7, component 4 (Kigali), to subprogramme 3 (new) (Addis Ababa)

Number of posts	Level
	1 P-4 from subprogramme 7, component 5 (Lusaka), to subprogramme 6 (Addis Ababa, Ethiopia)
	4 P-4 from subprogramme 3 (discontinued) to subprogramme 5 (new)
	1 P-4 under executive direction and management from the Public Information and Knowledge Management Division (discontinued) to the Office of the Executive Secretary
	1 P-3 from executive direction and management to programme support
	2 P-3 from subprogramme 2 to subprogramme 3 (new)
	2 P-3 from subprogramme 3 (discontinued) to subprogramme 5 (new)
	2 P-3 from subprogramme 5 (discontinued) to subprogramme 2
	1 P-3 from subprogramme 7, component 2 (Niamey), to subprogramme 7, component 3 (Yaoundé)
	1 P-3 from subprogramme 9 to subprogramme 3 (new)
	2 P-3 under executive direction and management from the Public Information and Knowledge Management Division (discontinued) to the Office of the Executive Secretary
	1 P-3 under programme support from the Division of Administration to the Publications, Conference and Knowledge Management Division (new)
	1 P-2 from subprogramme 7, component 1 (Rabat), to subprogramme 2 (Addis Ababa)
	1 P-2 from subprogramme 3 (discontinued) to subprogramme 5 (new)
	1 National Professional Officer from executive direction and management to programme support
	1 National Professional Officer within programme support from the Division of Administration to the Publications, Conference and Knowledge Management Division (new)
	4 Local level posts from executive direction and management to programme support
	1 Local level post from subprogramme 2 to executive direction and management
	1 Local level post from subprogramme 2 to subprogramme 3 (new)
	8 Local level posts from subprogramme 3 (discontinued) to subprogramme 5 (new)
	5 Local level posts from subprogramme 5 (discontinued) to subprogramme 3 (new)
	2 Local level posts from programme support to executive direction and management
	1 Local level post from programme support to subprogramme 1
	2 Local level posts under executive direction and management from the Public Information and Knowledge Management Division (discontinued) to the Office of the Executive Secretary
	1 Local level post under executive direction and management from the Strategic Planning, Partnerships and Operational Quality Division (discontinued) to the Office of the Executive Secretary

	Number of posts	*Level*
		2 Local level posts from the Public Information and Knowledge Management Division (discontinued) under executive direction and Management to the Publications, Conference and Knowledge Management Division (new) under programme support
		27 Local level posts under programme support from the Division of Administration to the Publications, Conference and Knowledge Management Division (new)
Abolishment	(7)	1 P-5 in subprogramme 4
		2 P-5 in programme support
		1 P-4 in subprogramme 4
		1 P-4 in programme support
		1 P-3 in subprogramme 5 (discontinued)
		1 P-3 in programme support
Revised for the biennium 2018–2019	535	1 USG
		2 D-2
		15 D-1
		43 P-5
		145 P-4/3
		27 P-2/1
		15 National Professional Officer
		287 Local level

Note: Repositioned subprogramme: from subprogramme 3, Innovations, technologies and management of Africa's natural resources, to subprogramme 5, Climate change, environment and natural resources management.

Discontinued subprogramme and divisions: subprogramme 5, Capacity development; Public Information and Knowledge Management Division; and Strategic Planning, Partnerships and Operational Quality Division.

New subprogramme and divisions: subprogramme 3, Private sector development and finance; Strategic Planning, Oversight and Results Division (replacing Strategic Planning, Partnerships and Operational Quality Division); Publications, Conference and Knowledge Management Division (replacing Public Information and Knowledge Management Division).

40. The total number of posts remains at 535, in line with the initial appropriation for 2018–2019.

Table 7
Proposed post resources by component, 2019

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	*Total*
Executive direction and management	1	–	2	2	9	8	11	1	34	–	–	–	20	54
Programme of work														
Subprogramme 1, Macroeconomics and governance	–	–	–	1	3	5	4	2	15	–	–	–	10	25
Subprogramme 2, Regional integration and trade	–	–	–	1	2	3	6	3	15	–	–	–	6	21

	Professional and higher categories									*General Service and related categories*		*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*National Professional Officer*	*Local level*	*Total*
Subprogramme 3, Private sector development and finance	–	–	–	1	4	4	3	–	12	–	–	–	6	18
Subprogramme 4, Data and statistics	–	–	–	1	4	5	7	4	21	–	–	–	15	36
Subprogramme 5, Climate change, environment and natural resources management	–	–	–	1	3	5	3	1	13	–	–	–	8	21
Subprogramme 6, Gender equality and women's empowerment	–	–	–	–	–	2	1	1	4	–	–	–	2	6
Subprogramme 7, Subregional activities for development														
(a) Subregional activities in North Africa	–	–	–	1	1	3	4	–	9	–		2	8	19
(b) Subregional activities in West Africa	–	–	–	1	1	3	3	1	9	–		2	7	18
(c) Subregional activities in Central Africa	–	–	–	1	2	3	5	1	12	–		2	9	23
(d) Subregional activities in East Africa	–	–	–	1	1	3	3	2	10	–		2	8	20
(e) Subregional activities in Southern Africa	–	–	–	1	1	3	2	2	9	–		3	8	20
Subprogramme 8, Economic development and planning	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Subprogramme 9, Poverty, inequality and social policy	–	–	–	1	4	3	4	1	13	–		1	7	21
Subtotal, programme of work	**–**	**–**	**–**	**11**	**26**	**42**	**45**	**18**	**142**	**–**		**12**	**94**	**248**
Programme support	–	–	–	2	8	19	20	8	57	–		3	173	233
Total	**1**	**–**	**2**	**15**	**43**	**69**	**76**	**27**	**233**	**–**	**–**	**15**	**287**	**535**

41. Overall post requirements by component are set out below.

Table 8
Distribution of regular budget resources by component, 2019
(Percentage)

Component	*Revised 2018–2019*
A. Policymaking organs	0.6
B. Executive direction and management	11.4
C. Programme of work	
1. Macroeconomic policy and governance	4.8
2. Regional integration and trade	3.9
3. Private sector development and finance	3.4
4. Data and statistics	5.9
5. Climate change, environment and natural resources management	3.2
6. Gender equality and women's empowerment	1.3
7. Subregional activities for development	21.4
8. Economic development and planning	1.7
9. Poverty, inequality and social policy	3.8
Subtotal, C	**49.4**
D. Programme support	38.6
Total	**100.0**

Policymaking organs

42. There are no changes to the policymaking organs for 2019.

Table 9
Resource requirements, 2019: policymaking organs
(Thousands of United States dollars)

Category	*Revised financial resources*	*Posts*
Regular budget		
Post	–	–
Non-post	477.1	–
Total (net of staff assessment)	**477.1**	**–**

Table 10
Resource requirements by object of expenditure, 2019: policymaking organs
(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Other staff costs	386.6
General operating expenses	25.8
Supplies and materials	64.7
Total (net of staff assessment)	**477.1**

Executive direction and management

43. Executive direction and management comprises the Office of the Executive Secretary, the Office of the Deputy Executive Secretary (Programmes), the Office of the Deputy Executive Secretary (Programme Support), and the Strategic Planning, Oversight and Results Division with direct reporting lines to the Executive Secretary. The Office of Chief of Staff and the Advisory Office on the Sustainable Development Goals are to be integrated into the Office of the Executive Secretary. In addition, the Partnerships and Resource Mobilization Section and the External Communications and Media Relations Section have been redeployed to the Office of the Executive Secretary.

Table 11
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To ensure effective implementation of legislative mandates and compliance with the United Nations policies and procedures with respect to the management of the programme of work

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(a) Enhanced coordination, planning and monitoring of the programme of work of ECA	(i) Increased percentage of pre-session documents submitted in accordance with the required deadline	Target	100	98	95	95
		Estimate		98	95	93
		Actual			95	93
	(ii) Effective and timely delivery of component outputs and services	Target	100	100	100	100
		Estimate		98	98	98
		Actual			99	100
(b) Enhanced support to the operationalization and implementation of United Nations system-wide and ECA initiatives	(i) Compliance with submission deadline of reports and documents	Target	100	98	95	95
		Estimate		98	95	93
		Actual			95	93
	(ii) Enterprise risk management plan developed and implemented	Target	1	00	000	000
		Estimate				
		Actual				
(c) Enhanced new and existing strategic and technical partnerships	Increased number and types of new strategic and technical partnerships in support of the knowledge production, dissemination and policy advocacy work of ECA	Target	180	280		
		Estimate		160	233	
		Actual			158	158
(d) Enhanced organizational learning and accountability through credible, reliable and useful evaluations of ECA programmes and projects	Strategic, thematic, subprogramme and project evaluations conducted and managed in accordance with United Nations Evaluation Group norms and standards	Target	100			
		Estimate		80		
		Actual				
(e) Enhanced quality of ECA knowledge products and services through improved quality assurance processes	Effective quality reviews of the strategic relevance of key ECA products and services, including flagship publications	Target	100			
		Estimate		100		
		Actual			100	
(f) Broadened the extrabudgetary resource base through increased and predictable extrabudgetary funding	Increased extrabudgetary resource level [millions of United States dollars]	Target	46.2	51.7	73.0	44.5
		Estimate		39.8	72.2	52.0
		Actual			49.6	58.2

(g) Reduced exposure of ECA to risk, legal liabilities and claims	Percentage of agreements and legal instruments which expose ECA to necessary risk and liabilities	Target	6	7	
		Estimate		6	10
		Actual			8
(h) Communications of ECA subprogrammes are effectively delivered in a timely manner	Timely delivery of component outputs	Target	100	100	
		Estimate		100	80
		Actual			80
(i) The organizational change strategies under the purview of the communications and media relations component are introduced and implemented	Timely implementation of the business plan of the Division [number of recommendations in the strategy documents]	Target	100	100	
		Estimate		100	80
		Actual			90
(j) Policymaking organs are effectively supported with communications services	Participant feedback on communication and media relations services is favourable	Target	Very satisfactory	Very satisfactory	
		Estimate		Very satisfactory	Satisfactory
		Actual			Satisfactory
(k) ECA effectively builds up its media reputation (through press reports, media coverage, social media, its website, etc.)	Increase in positive references to ECA policy research, recommendations and statistics in the media during a policy influence campaign	Target	10	10	
		Estimate		10	
		Actual			
(l) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100		
		Estimate			
		Actual			

External factors

44. The component is expected to achieve its objectives and expected accomplishments on the assumption that member States and development partners: (a) continue to prioritize and invest in inclusive and sustainable economic and social development in support of accelerating Africa's structural transformation; (b) effectively support ECA with the necessary core and extrabudgetary resources and supportive institutional and policy frameworks; (c) continue to request technical assistance from ECA in the implementation of their policies, programmes and projects; and (d) implement activities that contribute to the results of the work programme.

Outputs

45. During the biennium 2018–2019, the following outputs will be delivered:

Table 12
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Meetings of the fifty-first and fifty-second sessions of the Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts and its subsidiary bodies	8

Outputs	*Quantity*
Parliamentary documentation	
2. Report of the Executive Secretary on the activities of ECA (annual report on the Commission)	2
3. Issue papers	2
4. ECA annual/biennial programme report (the 2017 report in 2018 and the 2018 report in 2019)	2
5. Report on follow-up to the decisions and recommendations of the Conference of African Ministers of Finance, Planning and Economic Development	2
Other substantive activities (regular budget and extrabudgetary)	
Recurrent publications	
6. Reports on evaluation	2
7. Reports on quality assurance	2
8. ECA business plan for 2018 and 2019	2
9. ECA report on performance management (balanced scorecard report)	2
10. Corporate enterprise risk management report	
Special events	
11. Eleventh African Development Forum	1
12. Planning and substantive servicing of briefing meetings with Ambassadors	1
13. Partners round-table meetings (2 in 2018 and 2 in 2019)	4
14. United Nations Pledging Conference	2
Electronic, audio and video issuances, including films, videotapes, radio broadcasts, news, and documentary and feature programmes:	
15. Fifty-first session of the ECA Conference of Ministers — media coverage, daily newsletter, thematic exhibition of ECA at 60, launch of economic report on Africa (set)	1
16. Sixth Conference on Climate Change and Development in Africa — media coverage, daily newsletter, documentary on climate change impacts (set)	1
17. Twelfth African Development Forum — media coverage, daily newsletter, media training and documentary on related theme (set)	1
18. Statistical Commission for Africa activities — media coverage, media round table, media training and documentary on related theme (set)	1
Technical materials	
19. Production and publishing of 4 policy research journals — 3 co-published and 1 self-published (set)	1
International cooperation and inter-agency coordination and liaison (regular budget and extrabudgetary)	
Contribution to joint outputs	
20. Functional support for the effective functioning of the tripartite Joint Secretariat Support Office among ECA, the African Union and the African Development Bank as well as the activities of the Coalition for Dialogue on Africa	2
21. Substantive and administrative support for the Consortium to stem Illicit Financial Flows from Africa and special initiatives of the Executive Office such as the High-level Panel on Migration	2
22. Inputs to the ECA programme performance report for the biennium 2018–2019	1
23. Substantive support to the operationalization and implementation of United Nations system-wide initiatives	
24. Inputs to the ECA proposed strategic framework for the biennium 2020–2021	1
25. Substantive input to system-wide reviews by the Joint Inspection Unit and other external oversight bodies	1
26. Substantive coordination of external audits conducted by the Office of Internal Oversight Services and Board of Auditors	1

Outputs	*Quantity*
Technical cooperation (regular budget and extrabudgetary)	
Field projects	
27. A thematic coffee photo book depicting images from around Africa by a travel photographer as a complement to the *Economic Report on Africa 2018*, on ECA at 60	1
Fellowships and grants	
28. Visiting scholars, fellows and interns to support the strengthening of the planning culture within the Commission	2
29. Visiting scholars, fellows and interns to support the senior research fellowship scheme initiative to establish and promote an institutionalized research enterprise and culture	1
30. Visiting scholars, fellows and interns to enhance the quality assurance capacity at ECA	2
31. Visiting scholars, fellows and interns to enhance the programme management function at ECA	2
32. Visiting scholars, fellows and interns to enhance the evaluation function at ECA	1
Administrative support services (regular budget and extrabudgetary)	
Overall management	
33. Provision of legal advice, including review and clearance of agreements and training (set)	1
Internal oversight services	
34. Review and updating of quality assurance policies and procedures	2
35. Review and updating of evaluation guidelines and procedures	2
36. Reviews of major ECA products and services	12
37. Programme management manual and tools updated in line with Umoja Extension 2 and United Nations reform initiatives	1
38. Programme performance and management review meetings	4
39. Joint programme performance review meetings	4
40. Joint financial arrangement project review forums	4
41. Final evaluation of Development Account projects	3
42. Final evaluation of the joint financing agreement	1
43. Thematic evaluations	2
44. Review of evaluation policy	1
45. Self-evaluations of corporate events	1

46. The distribution of resources for executive direction and management is reflected in tables 13 and 14. The following resource requirements are justified in terms of the planned outputs, which will contribute to the expected accomplishments and objectives, contained under this component.

Table 13
Resource requirements, 2019: executive direction and management

Category	*Revised financial resources (thousands of United States dollars)*	*Posts*
Regular budget		
Post	6 758.5	54
Non-post	2 006.4	–
Total (net of staff assessment)	**8 764.9**	**54**

Table 14
Resource requirements by object of expenditure, 2019: executive direction and management

(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Posts	6 758.5
Other staff costs	161.4
Consultants	259.6
Travel of staff	377.3
Contractual services	732.0
General operating expenses	334.2
Supplies and materials	42.5
Furniture and equipment	99.4
Total (net of staff assessment)	**8 764.9**

Posts

47. The amount of $6,758,500 would provide for the financing of 54 posts (1 USG, 2 D-2, 2 D-1, 9 P-5, 8 P-4, 11 P-3, 1 P-2 and 20 Local level) to support the programme of work under executive direction and management. The following organizational units with a direct reporting line to the Executive Secretary (USG) have been reconsidered, and the following changes, including in the nomenclature of the sections and staffing, are proposed in line with the proposed restructuring:

(a) Office of the Executive Secretary (1 D-1, 4 P-5, 4 P-4, 4 P-3 and 8 Local level), including the redeployment of the following:

(i) Partnerships and Resource Mobilization Section, including its staff of a Chief of Section, Programme Management (P-5), a Governance and Public Administration Officer (P-4) and a Senior Programme Management Assistant (Local level), which is currently part of the Strategic Planning, Partnerships and Operational Quality Division, in line with the envisioned division of ECA dedicated to strategic planning, oversight and results;

(ii) External Communications and Media Relations Section, including its staff of a Chief of Section, Public Information (P-5), Communication Officer (P-4), two Public Information Officers (2 P-3), a Senior Public Information Assistant and a Senior Programme Management Assistant (2 Local level), which is currently part of the Public Information and Knowledge Management Division, in line with the strategic direction of keeping the communications component under executive direction and management, but in the Office of the Executive Secretary. The remaining D-1 and 2 Local level posts under the current Public Information and Knowledge Management Division are retained by the reconstituted Office of the Director of the Publications, Conference and Knowledge Management Division under programme support;

(b) The existing organizational unit has been reconfigured as the Office of the Deputy Executive Secretary (Programmes) (1 D-2, 1 P-5, 1 P-4, 1 P-3 and 2 Local level), which oversees all substantive divisions and the African Institute of Economic Development and Planning;

(c) The existing organizational unit has been reconfigured as the Office of the Deputy Executive Secretary (Programme Support) (1 D-2, 1 P-5, 1 P-3 and 2 Local

level), which oversees programme support, including the Division of Administration and the Publications, Conference and Knowledge Management Division;

(d) The existing organizational unit, the Strategic Planning, Partnerships and Operational Quality Division, has been reconfigured as the Strategic Planning, Oversight and Results Division (1 D-1, 3 P-5, 3 P-4, 5 P-3, 1 P-2 and 8 Local level), which entails the reclassification of Chief of Section, Budget (P-5), to Chief of Unit, Budget (P-4), and the outward redeployment of all budget function posts: the newly reclassified Chief of Unit, Budget (P-4), a Programme Budget Officer (P-3), an Associate Budget Officer (National Professional Officer) and four Budget Assistants (4 Local level), from the current Integrated Planning and Budgeting Section of the Strategic Planning, Partnerships and Operational Quality Division in executive direction and management, to the new Budget Unit within the Division of Administration under programme support. This is in line with the new strategic direction of ECA, which requires a Finance and Budget Section under the Division of Administration in programme support;

(e) Inward redeployment of an Interregional Adviser (P-5) and a Programme Management Officer (P-4) from the discontinued subprogramme 5, Capacity development. The Interregional Adviser (P-5) will lead the provision of technical assistance and advisory services to member States, regional economic communities and the African Union Commission and its organs and will represent the Executive Office in intergovernmental bodies and coordinate affairs between the Office, other ECA divisions and member States on the 2030 Agenda for Sustainable Development and Agenda 2063. The Programme Management Officer (P-4) will serve in the Partnerships and Resource Mobilization Section in supporting all activities related to partnerships and extrabudgetary resource mobilization;

(f) Inward redeployment of an Administrative Assistant and Team Assistant (2 Local level) from programme support to the Office of the Executive Secretary, who will provide administrative support services.

48. Non-post resources in the amount of $2,006,300 will provide for the following costs, as set out below.

Other staff costs

49. The amount of $161,400 provides for the following: (a) general temporary assistance ($142,600) for the temporary replacement of staff during extended sick leave or maternity leave, as well as periods of increased workload; (b) implementation of organizational resilience and business continuity plans, including the hiring of a Medical Officer, Nurse and Stress Counsellor; and (c) overtime and night differential costs ($18,800).

Consultants

50. The amount of $259,600 provides for the following consultancy services, which are needed where such expertise does not exist in-house: (a) provision of short-term services in the implementation of corporate strategies; (b) support work related to quality reviews, evaluations, design of a capacity development programme on quality assurance and evaluation, the alignment of programme management to the implementation of Umoja Extension 2 and the facilitation of joint planning workshops; and (c) support work related to a revised evaluation policy and plan for the period 2018–2021.

Travel of staff

51. The amount of $377,300 provides for the following: (a) attendance at sessions of the General Assembly and the Economic and Social Council; (b) attendance at meetings of the regional economic communities, the African Union and the African Development Bank, the Joint Secretariat Support Office, the Heads of State and Government Implementation Committee of the New Partnership for Africa's Development and the African Peer Review Mechanism; (c) attendance at annual meetings of Legal Officers of the United Nations system and various high-level demand-driven ad hoc missions; (d) emergency preparedness, evaluation of medical facilities, training courses in subregional offices and maintenance and configuration activities of their mission critical infrastructure; and (e) attendance at meetings of the United Nations Evaluation Group and other meetings related to evaluations.

Contractual services

52. The amount of $732,000 provides for: (a) syndication of opinion-editorials and use of major regional and international media and public relations firms and outlets for the global dissemination of ECA public relations material; (b) procurement of services and equipment to produce materials for communications campaigns, corporate events, product launches and other initiatives; (c) production editing, translation and publishing of evaluation, quality assurance and programme management documents; (d) services for incident command and management training for security staff; (e) services for incident response simulation exercises and medical records system maintenance; and (f) external evaluation of the ECA corporate evaluation policy.

General operating expenses

53. The amount of $334,200 is required for: (a) Internet lease to allow for remote access and telecommuting of critical headquarters staff; and (b) satellite backup connection for intranet and Internet services.

Supplies and materials

54. The amount of $42,500 provides for medications and medical supplies ($35,800) and food rations and bottled water ($6,700).

Furniture and equipment

55. The amount of $99,400 will be used for the medical equipment required by the health-care centre for ensuring business continuity and adequate response to mass casualty or other crisis events.

Programme of work

56. ECA is positioning its programme of work in terms of the continuity of the work that it carried out in the biennium 2016–2017, with new enhancements to ensure effective support for the implementation and follow-up of new and emerging mandates.

Subprogramme 1
Macroeconomic policy and governance

57. The responsibility for implementing the subprogramme would rest with the Macroeconomics and Governance Division. The subprogramme would generate knowledge in order to enhance the capacity of member States in the areas of

development planning, forecasting and macroeconomic analysis, economic governance and public finance with support to the least developed countries and the African Peer Review Mechanism. It would build synergies with pan-African institutions and other partners to support accelerated economic transformation that is inclusive and gender-sensitive. That work would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 1, 8, 10, 16 and 17 of the Sustainable Development Goals and in response to other General Assembly mandates such as the Istanbul Programme of Action and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The activities related to private sector development and finance would be consolidated under the new subprogramme 3, Private sector development and finance, whereas the outputs related to the African Peer Review Mechanism, previously delivered under the discontinued subprogramme 5, Capacity development, would be added to subprogramme 1, Macroeconomic policy and governance.

Table 15

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To accelerate economic transformation and inclusive development in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2018–2019	*2016–2017*	*2014–2015*
(a) Enhanced capacity of member States in macroeconomic analysis and in the design, implementation and monitoring of development plans and strategies that promote inclusive growth, sustainable development and structural transformation	Increased number of member States using ECA macroeconomic analysis and planning tools in the design, implementation and monitoring of gender-sensitive macroeconomic policies and plans	Target	16	12	10
		Estimate		12	6
		Actual			10
(b) Enhanced capacity of member States to mobilize both domestic and international public resources and adopt improved public sector management and service delivery strategies for sustainable development	Increased number of member States using ECA-recommended policies and strategies on domestic and international public resource mobilization and public sector management	Target	14	12	10
		Estimate		12	10
		Actual			10
(c) Strengthened capacity of member States to formulate, implement, monitor and evaluate economic governance policies and programmes	Increased number of member States and programmes of African Union organs and institutions using ECA support to review, evaluate and monitor progress in promoting good economic governance within the framework of the African Peer Review Mechanism and other initiatives	Target	6		
		Estimate			
		Actual			

External factors

58. The subprogramme would be expected to achieve its objective and expected accomplishments on the assumption that: (a) member States and national policymakers were supportive of the Commission's efforts and would incorporate policy recommendations by ECA related to macroeconomic management, development planning, public finance, economic governance and public sector management into their national development plans; (b) the changing macroeconomic and political environment did not lead to reductions in resources for implementing the programme; (c) national Governments were willing to steadily pursue institutional

and policy reforms as well as establish an enabling environment for other stakeholders to contribute effectively to continental, regional and country development and governance processes; and (d) accurate data needed to carry out policy analysis for policy advice would be available in a timely manner.

Outputs

59. During the biennium 2018–2019, the following outputs would be delivered:

Table 16
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Parliamentary documentation	
1. Reports to the Conference of African Ministers of Finance, Planning and Economic Development on recent economic and social developments in Africa/African Development Week	2
Other services	
Other ad hoc expert groups	
2. Sustainable Development Goals progress report	2
3. Review of the draft *Economic Report on Africa*	2
4. Enhancing the efficiency of the ECA macroeconomic model	1
5. Theme and methodology of the sixth edition of the *African Governance Report*	1
6. Review of the draft of the sixth edition of the *African Governance Report*	1
7. Emerging economic governance issues	1
8. Financialization in Africa: financial regulation for inclusive growth	1
9. Emerging issues in public finance	1
10. Topical issue in support of the African Peer Review Mechanism process	1
Other substantive activities (regular budget and extrabudgetary)	
Recurrent publications	
11. *Sustainable Development Goals Progress Report*	2
12. *Economic Report on Africa*	2
Non-recurrent publications	
13. Emerging issues in the implementation of the Sustainable Development Goals/Agenda 2063 in Africa	1
14. Sixth edition of the *African Governance Report*	1
15. Emerging issues in inclusive economic structural transformation of African countries	1
16. Emerging macroeconomic issues in Africa	1
17. Emerging economic governance issues	1
18. Financialization in Africa: financial regulation for inclusive growth	1
19. Emerging issues in public finance	1
Booklets, pamphlets, fact sheets, wall charts, information kits	
20. Roll-out of ECA macroeconomic model for African member States	1
Special events	
21. Regional and international launch of the *Economic Report on Africa*	10
22. Launch of the *Sustainable Development Goals Report*	2
23. Launch of the sixth edition of the *African Governance Report*	1

Outputs	*Quantity*
24. African Economic Conference	2
Technical materials	
25. Policy briefs on emerging economic issues and challenges of relevance to Africa's growth and development	7
26. Report on a topical issue in support of the African Peer Review Mechanism process	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Contributions to joint outputs	
27. Contribution to the publication of *World Economic Situation and Prospects*, coordinated by the Department of Economic and Social Affairs	2
28. Report of the Secretary-General on the progress of African least developed countries towards the Istanbul Programme of Action, jointly with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States	1
29. Contribution to the publication of the "Financing for Development" report, coordinated by the Department of Economic and Social Affairs	2
Technical cooperation (extrabudgetary)	
Fellowships and grants	
30. Visiting scholars, fellows and interns to enhance capacity with regard to development issues and policy analysis	4
Field projects	
31. Aligning the 2030 Agenda for Sustainable Development with planning frameworks in Africa	1
32. Strengthening capacities for evidence-based implementation and follow-up on the Sustainable Development Goals and Agenda 2063 in Africa	1
33.Supporting the Consortium to Stem Illicit Financial Flows from Africa	1
34.Defining, estimating and disseminating statistics on illicit financial flows in Africa	1
35.Preventing trade misinvoicing in selected African countries	1
36.Providing support to the African Union's theme for 2018: Winning the Fight against Corruption	1
37. Providing technical support to the secretariat of the African Peer Review Mechanism in support of country self-assessments and the integration of their outcomes into national development plans and related processes	6

60. The distribution of revised resources for 2019 for subprogramme 1 is reflected in tables 17 and 18. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the subprogramme.

Table 17
Resource requirements, 2019: subprogramme 1

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	2 805.5	25
Non-post	649.1	–
Total (net of staff assessment)	**3 454.6**	**25**

Table 18
Resource requirements by object of expenditure, 2019: subprogramme 1
(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Posts	2 805.5
Other staff costs	12.1
Consultants	101.1
Experts	315.2
Travel of staff	144.7
Contractual services	76.0
Total (net of staff assessment)	**3 454.6**

Posts

61. The amount of $2,805,500 would provide for 25 posts (1 D-1, 3 P-5, 5 P-4, 4 P-3, 2 P-2 and 10 Local level) to support the implementation of the mandate under the subprogramme. The proposed changes in staffing would be as follows:

(a) The outward redeployment of two posts:

(i) Chief of Section, Economic Affairs (P-5), to the new subprogramme 3, Private sector development and finance, for the implementation of programmes under energy and infrastructure services;

(ii) Economic Affairs Officer (P-4) to subprogramme 3, Private sector development and finance, to support agriculture and business-enabling environment activities. The redeployments would be in line with the new strategic direction and the organizational restructuring principle whereby all subprogrammes, except subprogramme 4, Data and statistics, would be reconfigured to have a maximum of three sections. The redeployments would not have a negative impact on the delivery of the mandate under subprogramme 1, Macroeconomic policy and governance, as a result of the redesign, which would transfer the focus on the private sector to subprogramme 3 and would ensure adequate posts commensurate with the remaining work programme;

(b) The inward redeployment of one post of Team Assistant (Local level) from programme support to provide administrative services to the subprogramme.

62. Non-post resources in the amount of $649,100 would provide for the following costs, set out below.

Other staff costs

63. The amount of $12,100 would provide for general temporary assistance ($10,400) for the temporary replacement of staff on maternity leave, sick leave and leave without pay during peak times; and overtime ($1,700) for staff members who are required to work beyond regular hours during periods of peak workload.

Consultants

64. The amount of $101,100 would provide for the hiring of external and specialized consultants to provide input for background papers and recurrent and non-recurrent publications and undertake data collection activities that feed into reports and publications. Those activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the

subprogramme. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

65. The amount of $315,200 would provide for the organization of ad hoc expert group meetings related to the review and discussion of the Sustainable Development Goals, the *African Governance Report* and the *Economic Report on Africa*. The expert group meetings would also review and discuss emerging issues on economic governance, public finance and the African Peer Review Mechanism process.

Travel of staff

66. The amount of $144,700 would provide for the financing of 14 trips for staff related to: (a) participation in and substantive contribution to meetings and conferences of ECA subregional offices, United Nations agencies and international institutions on the issues relevant to African development; (b) the provision of advisory services requested by member States and the launch of the Economic Report on Africa and other major publications; and (c) travel for data collection, fact-finding and consultation with relevant officials on issues related to development and the provision of technical support to disseminate the findings.

Contractual services

67. The amount of $76,000 would provide for the editing and translation of recurrent and non-recurrent publications and reports produced under the subprogramme.

Subprogramme 2
Regional integration and trade

68. Substantive responsibility for implementing the subprogramme would be vested in the Regional Integration and Trade Division. The subprogramme would focus on evidence-based analytical research, the provision of advisory services and the building of consensus among member States, with a view to influencing policy on structural transformation and sustainable development in Africa. The work would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 8, 9, 10 and 17 of the Sustainable Development Goals and in response to emerging issues of relevance to Africa. In doing so, ECA would ensure coherence with subprogramme 2 of part IV, section 11, of the programme budget for the biennium 2018–2019, on the regional coordination of and support for the New Partnership for Africa's Development.

Table 19
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve effective regional cooperation and integration among member States to tackle the challenges of structural transformation in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2018–2019	*2016–2017*	*2014–2015*
(a) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes to deepen regional markets and accelerate industrialization	(i) Increased number of member States and regional economic communities using ECA proposed policies to design, implement and monitor programmes on diversification, market institutions and regional value chains, taking into account related gender dimensions	Target	15	20	
		Estimate		20	15
		Actual			15
	(ii) Increased number of member States integrating industrialization into their national development policies and planning frameworks	Target	45	15	
		Estimate		15	6
		Actual			6
(b) Enhanced capacity of member States and regional economic communities to develop, implement and monitor policies and programmes in the areas of intra-African and international trade	(i) Increased number of member States and regional economic communities implementing and monitoring policies to boost intra-African trade and to attract foreign direct investment and African cross-border investment	Target	54	41	
		Estimate		45	29
		Actual			29
	(ii) Increased number of member States participating in regional free trade areas, including regional economic communities' free trade areas and customs and monetary unions, that have harmonized their trade policies towards achievement of the African Continental Free Trade Area	Target	20	20	
		Estimate	22	20	15
		Actual			15
(c) Strengthened capacity of member States, pan-African institutions, regional economic communities and intergovernmental organizations to formulate and implement policies and programmes for the advancement of Africa's structural transformation	Increased number of member States, regional economic communities and pan-African institutions provided with ECA capacity development services to formulate, implement, monitor and report on policies and programmes in support of African development priorities and agendas	Target	24	22	
		Estimate		22	17
		Actual			17

External factors

69. The subprogramme would be expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and development partners remained committed to the core and priorities of the outcomes of major summits and conferences on economic transformation and sustainable development; (b) regional economic communities and member States would commit to mainstreaming recommendations from their policy research work into national and regional action plans and implementing them assiduously; and (c) African Union member States would ratify in larger numbers the agreement establishing the African Continental Free Trade Area and implement it effectively.

Outputs

70. During the biennium 2018–2019, the following outputs would be delivered:

Table 20
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Eleventh session of the Committee on Regional Cooperation and Integration	1
Parliamentary documentation	
2. Comprehensive report to the eleventh session of the Committee on Regional Cooperation and Integration	1
3. Report for the eleventh session of the Committee on Regional Cooperation and Integration on how member States are levelling the playing field for intra-African investment with a view to sharing best practices among member States	1
4. Updates on the status of international and intra-African trade	1
5. Revising policy, legislation and institutions for industrial development in Africa	1
Other services	
Other ad hoc expert groups	
6. Position of policy options towards levelling the playing field for intra-African investment through the establishment of a common investment area in the African Continental Free Trade Area	1
7. Assessment of regional integration in Africa	1
8. Revising policy legislation and institutions for industrial development in Africa	1
Other substantive activities (regular budget)	
Non-recurrent publications	
9. Towards a common investment area in the African Continental Free Trade Area: policy options towards levelling the playing field for intra-African investment	1
10. Ninth review of *Assessing Regional Integration in Africa*	1
11. Revising policy, legislation and institutions for industrial development in Africa	1
Booklets, pamphlets, fact sheets, wallcharts, information kits	
12. Development of electronic guides on investments	2
13. Policy brief, guidelines and toolkits on industrialization in Africa	1
14. Studies and policy briefs on topical international and intraregional trade issues	2
15. Information kits on the activities of the African Trade Policy Centre (set)	2
16. Topical issue on the African Union integration agenda	1
Special events	
17. African Trade Forum	1
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
18. Responses to the needs expressed by member States and regional/subregional cooperation groups in the context of NEPAD and the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027, within the context of Agenda 2063 and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals	6
Training, seminars and workshops	
19. Training programme, in collaboration with the African Institute for Economic Development and Planning, on trade economics, regional integration and capacity-building for trade policy and structural transformation, Aid for Trade, basic/intermediate trade modelling and advanced trade modelling	2
20. Africa high-level trade policy dialogue	1

Outputs	*Quantity*
Fellowships and grants	
21. Visiting scholars, fellows and interns to enhance capacity with regard to trade policy issues and analysis and the formulation and implementation of policies and programmes in the areas of industrialization, investment, regional integration and trade, as well as markets	5
22. Review of the report on the African Union integration agenda	1
23. Grants to various institutions specializing in trade and to universities, member States and other stakeholders	2
Field projects (country, regional, interregional)	
24. Analytical support for the Vienna Programme of Action	2
25. Implementation of the "Industrialize Africa" initiative	1
26. Maintenance of the Observatory on Regional Integration in Africa	2
27. Project in line with the African Union agenda on boosting intra-African trade and the capacity of member States and regional economic communities to increase Africa's share of international trade through the Africa Trade Policy Centre	2

71. The distribution of revised resources for 2019 for subprogramme 2 is reflected in tables 21 and 22. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the subprogramme.

Table 21
Resource requirements, 2019: subprogramme 2

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	2 549.6	21
Non-post	250.4	–
Total (net of staff assessment)	**2 800.0**	**21**

Table 22
Resource requirements by object of expenditure, 2019: subprogramme 2

(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Posts	2 549.6
Other staff costs	1.3
Consultants	96.6
Experts	81.0
Travel of staff	43.8
Contractual services	27.7
Total (net of staff assessment)	**2 800.0**

Posts

72. The amount of $2,549,600 would provide for 21 posts (1 D-1, 2 P-5, 3 P-4, 6 P-3, 3 P-2 and 6 Local level) to support implementation of the mandate under the subprogramme. The proposed changes in staffing would include the following:

(a) The outward redeployment of seven posts:

(i) Chief of Section, Programme Management (P-5), located in Addis Ababa, to subprogramme 7, component 3, located in Yaoundé, to support the subregional initiatives on economic diversification policy and reforms in Central Africa, thereby ensuring a more effective approach to priority issues of concern and development challenges faced by member States in the subregion;

(ii) Four posts to subprogramme 3, Private sector development and finance, in line with the new strategic direction and revised structure of the subprogramme. The posts would include an Economic Affairs Officer (P-4) and two Economic Affairs Officers (P-3) to the Energy Infrastructure and Services Section, the Agriculture and Business Enabling Environment Section and the Innovative Finance and Capital Markets Section. In addition, a Staff Assistant (Local level) would be redeployed to provide administrative support to the Agriculture and Business Enabling Environment Section;

(iii) An Economic Affairs Officer (P-4) to subprogramme 5, Climate change, environment and natural resources management, to ensure timely delivery of quality outputs with regard to policy analysis, advocacy, recurrent and non-recurrent publications and technical cooperation related to the Climate Change Section;

(iv) A Programme Management Assistant (Local level) to executive direction and management for administrative support;

(b) The inward redeployment of three posts including the redeployment of a Programme Management Officer (P-3) to the Market Institutions Section and an Economic Affairs Officer (P-3) to the Regional Integration and NEPAD Section from discontinued subprogramme 5, Capacity development. In addition, the inward redeployment would include the redeployment of an Associate Economics Affairs Officer (P-2) from subprogramme 7, component 1, located in Rabat to Addis Ababa. The redeployed staff would assist with the overall planning, monitoring and implementation of the subprogramme and would ensure the delivery of high-quality outputs by conducting technical analysis, formulating recommendations and position papers, participating in inter-agency consultations, meetings and conferences related to African development issues and serving as leaders of different projects of the subprogramme.

73. Non-post resources in the amount of $250,400 would provide for the following costs, set out below.

Other staff costs

74. The amount of $1,300 would provide for overtime and night differential costs for staff members working after regular hours during periods of peak workload.

Consultants

75. The amount of $96,600 would provide for the hiring of external and specialized consultants to provide expert knowledge for data collection through several targeted missions in the subregions and assist in the preparation of non-recurrent publications and technical materials. Those activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subprogramme. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

76. The amount of $81,000 would provide for ad hoc expert group meetings to review reports on topics such as: (a) policy options towards levelling the playing field for intra-African investment through the establishment of a common investment area in the African Continental Free Trade Area; (b) an assessment of regional integration in Africa; and (c) revising policy legislation and institutions for industrial development in Africa.

Travel of staff

77. The amount of $43,800 would provide for the financing of five trips by staff to: (a) conduct data collection missions for Assessing Regional Integration in Africa and parliamentary publications; (b) provide advisory services requested by member States; (c) assist with exhibitions and the formal launch of Assessing Regional Integration in Africa and other important publications; and (d) organize and participate in ad hoc expert group meetings.

Contractual services

78. The amount of $27,700 would provide for the editing, printing and translation of publications, as well as for interpretation and audiovisual services at meetings.

Subprogramme 3
Private sector development and finance

79. Substantive responsibility for implementing the subprogramme would be vested in the Private Sector Development and Finance Division. The subprogramme would aim to increase the share of private sector finance in the African economy. Emphasis would be placed on promoting the emergence of domestic and women-owned and -led firms in joint ventures that can participate competitively in national, regional and global value chains. Of equal importance would be the need to foster regional investments and strengthen the financial sector by improving the governance structure and regulatory and institutional frameworks of financial institutions. In addition, evidence-based policy research would be produced to support the efforts of member States to further the development of small and medium-sized enterprises. The work would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 1, 4, 5, 7, 8, 9, 11 and 12 of the Sustainable Development Goals.

80. In that regard, programmes on investments in critical areas of agriculture, land and infrastructure, which were previously under subprogramme 2, Regional integration and trade, and on private sector development, under former subprogramme 1, Macroeconomic policy, would be consolidated under the proposed new subprogramme 3, Private sector development and finance.

Table 23

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve sustained economic growth and transformation in Africa within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 through leveraging the role and resources of the private sector

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*							
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
(a) Enhanced capacity of member States to design and implement policies and strategies to improve the business environment with a particular focus on agriculture and land-related policies	Increased number of member States and regional economic communities working with ECA on proposed policies to improve global business environment rankings at the regional level, taking into account the impact on women and young entrepreneurs and attracting investments in critical areas of agriculture, land, energy, health and infrastructure	Target		6						
		Estimate								
		Actual								
(b) Enhanced capacity of member States to design and implement policies and strategies that promote innovative financing for developing capital markets to support private sector development and attract investment	(i) Increased number of member States and regional economic communities working with ECA to improve capital market development through the design of policies or implementation of regulations conducive to the deepening of financial markets, including in the areas of leasing, digital finance and insurance and pension funds in order to mobilize long-term investment for renewable energy, infrastructure and social sectors	Target		7						
		Estimate								
		Actual								
	(ii) Increased number of member States using innovative financing mechanisms to leverage additional resources for investment, in particular for energy and infrastructure financing, including the use of public-private partnership frameworks, and the financing of social services such as health	Target		7						
		Estimate								
		Actual								
	(iii) Increased number of member States that have adopted energy-efficient policies and plans to increase access to energy, including in rural communities	Target		7						
		Estimate								
		Actual								
(c) Enhanced capacity of member States to formulate and implement policies and programmes aimed at increasing private sector investment in infrastructure, energy and services, leading to improved infrastructure provision, job creation and economic growth	(i) Increased number of member States that design and implement, with the support of ECA, policies and programmes conducive to an increase in public-private partnership projects in infrastructure, energy and services	Target		6						
		Estimate								
		Actual								
	(ii) Increased number of countries with standardized public-private partnership frameworks compliant with the Sustainable Development Goals in an increased number of sectors, including technology and information and communications technology	Target		7						
		Estimate								
		Actual								

External factors

81. The subprogramme would be expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers were supportive of the Commission's efforts and were fully on board for the incorporation of private sector and finance policies into their national development plans; (b) the changing political environment did not hinder the mobilization of resources for implementing the programme; (c) national Governments were willing to steadily pursue institutional and policy reforms as well as establish an enabling environment for other stakeholders to contribute effectively to continental, regional and national private sector development and finance; and (d) the accurate data needed to carry out policy analysis and forecasts for policy advice would be available in a timely manner.

Outputs

82. During the biennium 2018–2019, the following outputs would be delivered:

Table 24
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Parliamentary documentation	
1. Reports to the Conference of African Ministers of Finance, Planning and Economic Development on recent private sector developments in Africa	1
Other services	
Other ad hoc expert groups	
2. Private sector and innovative financing for health	1
3. Housing and pension fund regulation development	1
4. Emerging issues on pension fund development	1
5. Launch of refinancing using digital identification	1
6. Economic conference on capital markets development	1
7. Launch of the African Women Leadership Fund	1
8. Creation of pension fund consortium	1
9. Regulatory environment for investment in Africa's energy sector	1
10. African railway interconnection	1
Non-recurrent publications	
11. Financing infrastructure in Africa: the role of pension funds	1
12. Assessment of the regulations and supervision of pension funds in Africa	1
13. Review and structure of a new housing finance instrument in West African Economic and Monetary Union countries	1
14. African Women Leadership Fund concept paper	1
15. Review of a concept paper on African credit rating agencies	1
16. Review of support to the banking sector supervision	1
17. Emerging issues on innovative planning products on infrastructure	2
18. Report on African credit rating agencies	1

Outputs	*Quantity*
19. Report on the study of mapping land-based investment opportunities for agriculture and agribusiness in Africa	1
20. Review of regulatory and policy frameworks for private sector investment and finance of Africa's infrastructure	1
21. Assessment of the role of the private sector in developing energy infrastructure through regional power pools	1
22. Global tracking framework for Sustainable Development Goal 7	1
23. Measuring the economic benefits of hydropower	1
24. Assessment of the energy-manufacturing nexus	1
25. Review of the sustainability of small energy systems in Africa	1
26. Review of the impact of energy systems and costs on trade competitiveness in Africa	1
27. Study on the socioeconomic benefits of a "Single African Sky"	1
28. Challenges and opportunities in Africa's maritime transport	1
29. Report on African railway interconnection	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
30. Symposium of the Association of African Central Banks	1
31. African Leadership Forum: financing Africa's transformation for sustainable development	1
32. African financial summit on the margins of the National Association of Securities Professionals 29th annual Pension and Financial Services Conference	1
33. Development of capital markets and regulatory measures for promoting private sector investment (insurance)	1
34. Promoting innovative sources of financing (pension funds and insurance) to "crowd in" investments for Africa's infrastructure development	1
35. Promoting the issuance of green bonds in Africa to enhance environmental sustainability and development finance in Africa	1
36. Conference on land policy in Africa	1
37. Progress made in land policy development and implementation in Africa	1
38. Supporting women's entrepreneurship through policy, legal and institutional reforms to achieve the 30 per cent target for documented women's land rights	1
39. Development of energy mix model	1
40. Development of competitiveness index for capital markets	1
41. Promoting road safety in Africa	2
42. Promoting the Single African Air Transport Market and tracking progress in the implementation of the Yamoussoukro Decision	1
43. Analytical work in support of Agenda 2063's continental high-speed railway programme	1
44. Meeting of the steering committee for the Programme for Infrastructure Development in Africa (PIDA) and PIDA Week	2
45. Annual meeting of the Sub-Saharan Africa Transport Policy Programme	2
46. Promoting the Luxembourg Rail Protocol	2
47. African Biomass Data Initiative	1
Technical cooperation (extrabudgetary)	
Training, seminars and workshops	
48. Infrastructure investments workshop and African-United States of America investors retreat	1
49. Development of energy mix model	1
50. Development of competitiveness index for capital markets	1

Outputs	*Quantity*
51. Training on energy modelling and planning	1
52. Advisory services on project finance	2
53. Public-private partnerships	3
54. African energy interconnection	1
Field projects (country, regional, interregional)	
55. Multi-agency Sub-Saharan Africa Transport Policy Programme	1
56. Report on securing land rights in customary land regimes	1
57. Harmonization of land policies to promote regional integration in Africa	1
58. Guidelines on mainstreaming land governance in the Comprehensive Africa Agriculture Development Programme/national agricultural investment plans	1
59. Assessment report on capacity needs of land policymakers and practitioners	1
60. Report on land valuation and taxation in Africa	1
61. Policy brief on gender, agriculture and land	2
62. Journal on land policy in Africa	2
63. Training on land policy and land governance in Africa	4
64. Project to strengthen the capacity of member States and regional organizations to implement the African Union Declaration on Land Issues and Challenges through the African Land Policy Centre	1
65. Project to support universities and institutions of higher learning on land governance through the Network of Excellence on Land Governance in Africa	1
66. Regional overview of food security and nutrition in Africa for 2018	1
67. Framework for promoting regional value chains in Africa	1
68. Technical advisory services on land governance and agriculture	4
Booklets, pamphlets, fact sheets, wallcharts, information kits	
69. Toolkit for mapping land-based investment opportunities for agriculture and agribusiness in Africa	1
70. Policy briefs/profiles on land-based investment opportunities for agriculture and agribusiness	1
71. Pamphlets and brochures on land governance	4
72. Framework for promoting regional value chains in Africa	1

83. The distribution of revised resources for 2019 for subprogramme 3 is reflected in tables 25 and 26. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the subprogramme.

Table 25
Resource requirements, 2019: subprogramme 3

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	2 359.9	18
Non-post	429.6	–
Total (net of staff assessment)	**2 789.5**	**18**

Table 26
Resource requirements by object of expenditure, 2019: subprogramme 3
(Thousands of United States dollars)

Object of expenditure	*Financial resources*
Posts	2 359.9
Other staff costs	10.7
Consultants	110.2
Experts	207.7
Travel of staff	52.9
Contractual services	48.0
Total (net of staff assessment)	**2 789.5**

Posts

84. The amount of $2,359,900 would provide for 18 posts (1 D-1, 4 P-5, 4 P-4, 3 P-3 and 6 Local level) to support implementation of the mandate under the subprogramme. The proposed changes in staffing would include:

(a) The establishment of three Chiefs of Section, Economic Affairs (P-5). The section chiefs would be required to provide leadership and guidance to the Agriculture and Business Enabling Environment Section, the Innovative Finance and Capital Markets Section and the Energy Infrastructure and Services Section in undertaking rigorous economic and social studies on development in Africa;

(b) The inward redeployment of 15 posts would consist of the following:

(i) A Chief of Section, Economic Affairs (P-5), to co-lead the Energy Infrastructure and Services Section, and an Economic Affairs Officer (P-4) from former subprogramme 1, Macroeconomic policy;

(ii) An Economic Affairs Officer (P-4), two Economic Affairs Officers (P-3) and a Staff Assistant (Local level) from subprogramme 2, Regional integration and trade;

(iii) A Principal Programme Management Officer (D-1) and three Administrative Assistants, a Team Assistant and a Senior Public Information Assistant (Local level) from the discontinued subprogramme 5, Capacity development;

(iv) An Economic Affairs Officer (P-4) from subprogramme 7, component 1, located in Rabat, and an Economic Affairs Officer (P-4) from subprogramme 7, component 4, located in Kigali, to Addis Ababa;

(v) A Social Affairs Officer (P-3) from subprogramme 9, Poverty, inequality and social policy, to support activities in the Energy Infrastructure and Services Section.

85. The above posts would support the new subprogramme 3, Private sector development and finance. The need to establish the subprogramme has become crucial, as the private sector's role in financing Africa's development continues to grow. The Principal Programme Management Officer (D-1) would be essential to effectively manage and coordinate the subprogramme by providing direction and guidance to the preparation and implementation of the programme of work. The Principal Programme Management Officer would formulate the work programme, determine priorities, identify implementation modalities and allocate resources

accordingly, ensuring that all outputs produced complied with relevant mandates and maintaining high-quality standards that are results-oriented.

86. The three Chiefs of Section, Economic Affairs (P-5), would: (a) supervise the production of reports and studies; (b) advocate for ECA policies and programmes to a range of stakeholders; (c) provide technical assistance and advisory services to member States; and (d) represent the division in intergovernmental bodies.

87. The Economic Affairs Officers (1 P-4 and 2 P-3) would be necessary to: (a) assist the Chiefs of Section in ensuring the delivery of high-quality outputs by conducting technical analysis; (b) undertake rigorous research through the application of quantitative and qualitative methods, including policy and programme analysis; (c) formulate recommendations and position papers on the basis of gathered and synthesized data; (d) prepare for and participate in inter-agency consultations, meetings and conferences related to African development issues; (e) serve as leaders of different projects of the subprogramme; (f) assist in the organization and servicing of intergovernmental conferences, expert group meetings, seminars and workshops; and (g) prepare speeches and other inputs for presentations.

88. The Local level posts would provide programme assistance, knowledge management and administrative support to the subprogramme. Those tasks would include: (a) assisting the Principal Programme Management Officer (D-1) with the effective coordination, preparation, monitoring and implementation of the work programme and programme budget activities of the Private Sector Development and Finance Division; (b) collecting and analysing data and preparing background materials for reports and studies; (c) designing and managing databases; (d) coordinating and monitoring multiple and diverse activities and work processes; and (e) assisting with the full range of office management and administrative matters.

89. Non-post resources in the amount of $429,500, redeployed from existing non-post resources for 2018–2019, would provide for the following costs, set out below.

Other staff costs

90. The amount of $10,700 would provide for overtime costs for staff members working after regular hours during periods of peak workload.

Consultants

91. The amount of $110,200 would provide for the hiring of external and specialized consultants to provide expert knowledge on conducting data collection in several targeted missions in the subregions and to assist in the preparation of non-recurrent publications and technical materials. Those activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subprogramme. It is also not cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

92. The amount of $207,700 would provide for ad hoc expert group meetings to review reports on topics such as: (a) private sector and innovative financing for health; (b) housing and pension fund regulation development; (c) emerging issues on pension fund development; (d) the launch of refinancing using digital identification; (e) economic conferences on the development of capital markets; (f) the launch of the African Women Leadership Fund; and (g) ways to promote the creation of a pension fund consortium.

Travel of staff

93. The amount of $52,900 would provide for the financing of six trips for staff related to: (a) participation in meetings organized by stakeholders and partners; and (b) data collection missions and the organization of various meetings, including participation in ad hoc expert group meetings.

Contractual services

94. The amount of $48,000 would provide for the editing, printing and translation of publications and for interpretation and audiovisual services at meetings.

Subprogramme 4
Data and statistics

95. Substantive responsibility for implementing the subprogramme would be vested in the African Centre for Statistics. The subprogramme would continue its work on improving the production, dissemination and use of high-quality and comparable data and statistics in Africa to support evidence-based policymaking, planning, implementation, monitoring and reporting. The work would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 1 to 17 of the Sustainable Development Goals.

96. The subprogramme has been designed in response to the data challenges emerging from recent African and global initiatives and recognizes the need for an African data revolution that is driven by African countries and is designed specifically to meet the special conditions and challenges of the continent.

Table 27
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve the production, dissemination and use of quality data and statistics within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063 in order to support economic and social development in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*							
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
(a) Strengthened capacity of member States to produce, disseminate and use disaggregated data and statistics, with a gender dimension, to facilitate evidence-based policymaking, planning, implementation, monitoring and reporting	(i) Increased number of member States that have developed a statistical strategy as part of their national sustainable development plan	Target		25						
		Estimate								
		Actual								
	(ii) Increased number of member States that are producing and reporting statistics in at least three statistical areas for monitoring the implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 with appropriate disaggregation	Target		10						
		Estimate								
		Actual								
	(iii) Increased number of member States that are producing vital statistics based on a civil registration system	Target		20						
		Estimate								
		Actual								
	(iv) Increased number of member States carrying out censuses by 2025 with support from ECA	Target		15						
		Estimate				10				
		Actual								

	(v) Increased number of member States that have adopted and applied the 2008 System of National Accounts for the compilation of economic statistics and national accounts, including environmental economic accounting	Target	30		
		Estimate		20	
		Actual			
	(vi) Increased number of member States enabled to adopt technology in the production and dissemination of data and statistics	Target	10		
		Estimate			
		Actual			
	(vii) Increased number of member States implementing gender statistics action plans	Target	12		
		Estimate			
		Actual			
	(viii) Increased number of member States producing migration data and statistics using new methodologies and systems	Target	5		
		Estimate			
		Actual			
(b) Improved availability of harmonized statistics in ECA databases and enhanced support for member States in their efforts to produce and disseminate comparable data and statistics	(i) Increased number of member States with at least one data point for 50 per cent of a regional set of indicators for the 2030 Agenda for Sustainable Development and Agenda 2063 that exist in the ECA databases	Target	20		
		Estimate		10	
		Actual			
	(ii) Increased number of member States with enhanced capacity to produce quality and harmonized data in line with the global frameworks	Target	50	30	
		Estimate		20	20
		Actual			20
	(iii) Increased number of member States with data quality assurance frameworks in place	Target			
		Estimate			
		Actual			
(c) Enhanced capacity of member States to produce and use timely geospatial data, information and services for evidence-based decision-making in Africa	(i) Increased number of member States developing policies and strategies for the integration of statistical and geospatial information	Target	10		
		Estimate			
		Actual			
	(ii) Increased number of member States developing and making available to users fundamental geospatial data sets, including national gazetteers and national administrative boundary data	Target	10		
		Estimate		5	
		Actual			

External factors

97. The subprogramme would be expected to fully achieve its objectives and expected accomplishments on the assumption that: (a) member States continued to scale up resources for conducting regular statistical operations, such as censuses, surveys and the collection of administrative data; (b) regional economic communities and regional and international partners joined efforts to support statistical harmonization and capacity-building; (c) members of the African Statistical Coordination Committee continued to play their respective roles in improving statistical coordination in the region within the Regional Reference Strategic Framework, the Strategy for the Harmonization of Statistics in Africa and the African Charter on Statistics; and (d) United Nations agencies working on the continent to improve data also joined the regional efforts.

Outputs

98. During the biennium 2018–2019, the following outputs would be delivered:

Table 28
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Sixth meeting of the Statistical Commission for Africa	4
2. Fifth Conference of African Ministers responsible for civil registration	4
Parliamentary documentation	
3. Statistical capacity development in Africa	1
4. Implementation of the 2008 System of National Accounts in Africa	1
5. Regional report on Sustainable Development Goals indicators	1
6. Progress report on the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics	1
7. Progress report on population and housing censuses	1
Other services	
Other ad hoc expert groups	
8. Statistical capacity development in Africa	1
9. Monitoring of sustainable development indicators	1
10. Data dissemination and exchange in Africa	1
11. Data validation for the *African Statistical Yearbook*	1
12. Making official statistics open by default for data collection	1
13. Development and management of civil registration and vital statistics strategic plans	1
14. Production of gender statistics	1
15. Population and housing censuses	1
16. Strengthening and harmonization of economic statistics in Africa	1
17. Implementing the 2008 System of National Accounts in Africa	1
18. Legal and regulatory framework on geospatial information utilization in Africa	1
19. Integration of statistical and geospatial information in Africa	1
Other substantive activities (regular budget)	
Recurrent publications	
20. *Africa Data Revolution Report*	1
21. *African Statistical Yearbook*	2
Non-recurrent publications	
22. Use of mobile devices for data collection in Africa	1
23. Data dissemination and exchange	1
24. Guidelines for the development and implementation of civil registration and vital statistics strategic plans and the use of vital statistical data	1
25. Best practices on the production and use of gender statistics	1
26. Legal and regulatory framework on geospatial information utilization in Africa	1
27. Status of the integration between statistical and geospatial information in Africa	1

Outputs	*Quantity*
Booklets, pamphlets, fact sheets, wallcharts, information kits	
28. Africa statistics flash	2
29. African statistics pocketbook	2
30. Executive statistics monitor	2
31. Africa and major world economies: facts and figures	2
32. Advocacy materials on African Statistics Day	2
33. Atlas of spatial statistics	2
Special events	
34. Eighth Forum on Statistical Development in Africa	1
Technical materials	
35. ECA corporate database	2
36. Development of geospatial database, online services and geo-portals	2
37. African statistical knowledge base	2
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
38. Annual meeting of the Committee of Directors General of National Statistics Offices of the African Union	2
39. Annual meeting of the African Statistical Coordination Committee	2
40. Annual meeting of the Statistical Commission	2
41. Inter-agency meeting on civil registration and vital statistics	2
42. Inter-agency meeting on the 2020 round of population and housing censuses in Africa	2
43. Inter-agency meeting on Sustainable Development Goals indicators	2
44. Regional Committees High-level Forums on Global Geospatial Information Management	2
45. Meetings of the United Nations Initiative on Global Geospatial Information Management and the United Nations Group of Experts on Geographical Names	2
46. Meeting of the Regional Committee of United Nations Global Geospatial Information Management for Africa	2
Documentation for inter-agency meetings	
47. Annual meeting of the Committee of Directors General of National Statistics Offices of the African Union	2
48. Annual meeting of the African Statistical Coordination Committee	2
49. Annual meeting of the Statistical Commission	2
50. Inter-agency meeting on civil registration and vital statistics	2
51. Inter-agency meeting on the 2020 round of population and housing censuses in Africa	2
52. Inter-agency meeting on Sustainable Development Goal indicators	2
53. Regional committees' high-level forums on global geospatial information management	2
54. Meeting of the United Nations Initiative on Global Geospatial Information Management and the United Nations Group of Experts on Geographical Names	2
55. Meeting of the Regional Committee of United Nations Global Geospatial Information Management for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
56. Implementation of the Data Documentation Initiative and statistical data and metadata standards	1
57. Use of mobile devices for data collection	2
58. Making official statistics open by default for data collection	2

Outputs	*Quantity*
59. Assistance to member States and regional economic communities on statistical strategies, training in statistics and the monitoring and evaluation of the 2030 Agenda for Sustainable Development and Agenda 2063	2
60. Assistance to member States on the development of their systems for population and housing censuses, and gender statistics	2
61. Provision of technical assistance to member States on the strengthening and harmonization of economic statistics	2
62. Assistance to member States on the development of their national spatial data infrastructure, the implementation of the African Geodetic Reference Frame and the Second Administrative Level Boundaries project, the integration of statistical and geospatial information and other programmes related to the use and management of geospatial information	2
Training, seminars and workshops	
63. Implementation of data exchange initiatives	1
64. Modernizing statistical production	1
65. Population and housing censuses	1
66. Regional training workshops on gender statistics	1
67. Training workshops or civil registration and vital statistics	1
68. Measuring and monitoring Sustainable Development Goal indicators related to demographic and social statistics	1
69. Economic statistics and national accounts	1
70. Geospatial datasets for monitoring Sustainable Development Goals	1
71. Strategy for the integration of statistical and geospatial information	1
Fellowships and grants	
72. Visiting scholars, fellows and interns to support the work of ECA on data analytics, infographics, big data and new data frontiers, statistical strategies and statistical training	5
Field projects	
73. Improving data exchange in Africa	1
74. Improving the harmonization of statistics through a common metadata framework	1
75. Phase II on strengthening the capacity of African countries in the area of agricultural and rural statistics	1
76. Support for African countries in the implementation of the 2030 Agenda for Sustainable Development and Agenda 2063	1
77. The 2020 Africa Programme on Population and Housing Census Decade (2015–2024) and the workplan for 2016–2020	1
78. African programme on gender statistics	1
79. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems	1
80. Strengthening the capacities of member States for the implementation of the 2008 System of National Accounts	1
81. Strengthening the capacities of member States for the implementation of the African Geodetic Reference Frame	1
82. Strengthening the capacities of member States for the integration of statistical and geospatial information	1

99. The distribution of resources for subprogramme 4 is reflected in tables 29 and 30. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the subprogramme.

Table 29
Resource requirements, 2019: subprogramme 4

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	3 829.7	36
Non-post	723.8	–
Total (net of staff assessment)	**4 553.5**	**36**

Table 30
Resource requirements by object of expenditure, 2019: subprogramme 4

(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Posts	3 829.7
Other staff costs	9.2
Consultants	53.9
Experts	480.1
Travel of staff	113.8
Contractual services	66.8
Total (net of staff assessment)	**4 553.5**

Posts

100. The amount of $3,829,700 would provide for 36 posts (1 D-1, 4 P-5, 5 P-4, 7 P-3, 4 P-2, 15 Local level) to support implementation of the mandate under the subprogramme. The change in staffing would include the abolishment of a Chief of Section, Statistics (P-5) and a Geographic Information Officer (P-4). Subprogramme 4, Data and statistics, would be redesigned to have sufficient numbers and categories of posts that were commensurate with the level of the work programme delivery, thereby ensuring full implementation with no adverse impact.

101. Non-post resources in the amount of $723,800 would provide for the following costs, set out below.

Other staff costs

102. The amount of $9,200 would provide for overtime and night differential costs for staff members working after regular hours during periods of peak workload.

Consultants

103. The amount of $53,900 would provide for the hiring of external specialized consultants with specific expertise in database design, data collection services and data migration entries to assist the Division in the preparation of publications. Those activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subprogramme. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

104. The amount of $480,100 would provide for ad hoc expert group meetings to review reports on the following topics: (a) data validation for the African Statistical Yearbook; (b) the population and housing census; (c) the strengthening and harmonization of economic statistics in Africa; (d) implementing the 2008 System of National Accounts in Africa; (e) the legal and regulatory framework on geospatial information utilization in Africa; and (f) the integration of statistical and geospatial information in Africa.

Travel of staff

105. The amount of $113,800 would provide for the financing of seven trips to various locations to: (a) participate in meetings organized by stakeholders and partners; (b) conduct data collection missions; and (c) organize and participate in meetings and ad hoc expert group meetings.

Contractual services

106. The amount of $66,800 would provide for the financing of: (a) the technical material needed and the production of promotional and display materials to support member States in statistical advocacy; (b) the external printing and dispatching of publications, including manuals, guidelines, posters and other public relations material; and (c) exhibition materials on statistical resources and methodology for national statistical office, civil registration and vital statistics officials, partners and policymakers.

Subprogramme 5
Climate change, environment and natural resources management

107. Substantive responsibility for implementing the new and revised subprogramme 5 would rest with the Climate Change, Environment and Natural Resource Management Division. The subprogramme would aim to facilitate the design and implementation of strategies for reducing the negative impacts of climate change; the transition to inclusive, green, low-carbon and climate-resilient development; the harnessing of new technologies to achieve sustainable development; and the enhancement of the contribution of natural resources as a means of creating wealth and a conduit towards diversifying African economies. The work of the subprogramme would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 2, 6, 7, 9, 12, 13, 14 and 15 of the Sustainable Development Goals.

Table 31

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To support the efficient management of Africa's natural capital and reduce the negative impacts of climate change by moving towards green transitions and climate-resilient development

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*					
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
(a) Enhanced capacity of member States to nurture and harness natural resource endowments, new technologies and infrastructure in reversing resource depletion for Africa's development	(i) Increased number of national, subregional and regional initiatives aimed at harnessing Africa's natural resources through resource efficiency, new technologies and innovations for Africa's development	Target		25		20		15		
		Estimate		25		20		15		10
		Actual						15		10
	(ii) Increased number of member States adopting gender-responsive policies or regulatory frameworks for managing natural resource endowments based on ECA research and advocacy work	Target		14		10				
		Estimate		14		10				
		Actual								
	(iii) Increased number of member States adopting responsive policies on the sound and efficient management of renewable resources and the adoption of tangible blueprints for blue and green economies	Target		1		0				
		Estimate		1						
		Actual								
	(iv) Increased number of policy recommendations on climate-resilient technologies and infrastructure of major United Nations conferences implemented as a result of ECA technical and advisory support related to the transition towards the management of ecosystems and natural resources through targeted programmes	Target		4		0				
		Estimate		4						
		Actual								
(b) Enhanced capacity of member States to formulate and implement policy reforms to foster a green economy in the context of sustainable development	Increased number of member States that have formulated or implemented policy reforms in line with ECA recommendations to foster a green economy in the context of sustainable development	Target		23		20				
		Estimate				20		15		
		Actual						15		
(c) Enhanced capacity of member States and other stakeholders to formulate and implement policies, strategies and regulatory frameworks for the management of mineral resources in line with the Africa Mining Vision	Increased number of member States assisted by ECA that have launched gender-sensitive strategies and policy initiatives for the management of mineral and other natural resources in line with the Africa Mining Vision	Target		13		10		5		
		Estimate		13		10		5		
		Actual								
(d) Improved capacity of member States and other stakeholders to implement and integrate climate change adaptation approaches into key sectoral and national development policies, strategies and programmes to reduce vulnerability and strengthen resilience to impacts	(i) Increased number of member States that have formulated, reviewed or implemented inclusive policy frameworks for the implementation of intended nationally determined contributions and other related climate actions in line with the Paris Agreement as a result of ECA support	Target		18		12		10		
		Estimate		18		12		10		
		Actual								

(ii) Increased number of outputs from climate change research or initiatives supporting the implementation of multilateral environmental agreements on natural resources management, climate change, building the capacity of beneficiaries and promoting an enabling environment for mainstreaming climate change into planning and practices as a result of ECA support	Target	15	10
	Estimate	15	10
	Actual		

External factors

108. The subprogramme would be expected to achieve its objectives and expected accomplishments on the assumption that: (a) Governments' development policies continued to include new technologies and innovation and gender-responsive policy reforms as a priority; (b) Governments would prioritize budget allocation for identified activities to promote new technologies and innovation and to foster a green economy for sustainable development; and (c) member States, subregional institutions, regional economic communities and partners embraced the concepts, research findings and recommendations of ECA and were willing to cooperate and collaborate with the Commission in the implementation of the subprogramme's activities, and continued to allocate both human and financial resources.

Outputs

109. During the biennium 2018–2019, the following outputs would be delivered:

Table 32
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Africa Regional Forum on Sustainable Development in preparation for the high-level political forum on sustainable development	2
2. Committee on Sustainable Development	1
Parliamentary documentation	
3. Report on the Africa Regional Forum on Sustainable Development in preparation for the high-level political forum on sustainable development	2
4. Report to the Africa Regional Meeting on new technologies and innovation for Africa's transformation and conference of ministers responsible for new technologies and innovation	1
5. Report to the Africa Regional Forum on Sustainable Development on inclusive green economy in the context of structural transformation and sustainable development in Africa	2
6. Report on climate change, environment and natural resources management for sustainable development	1
Other services	
Other ad hoc expert groups	
7. New technologies and innovation trends in Africa	2
8. Annual report on African science, technology and innovation	2
9. Inclusive green economy in the context of structural transformation in Africa	3

Outputs	*Quantity*
10. Review of Country Mining Vision issues and options at the national level	4
11. Review of mineral codes, documents and initiatives of regional economic communities	2
Other substantive activities (regular budget and extrabudgetary)	
Non-recurrent publications	
12. New technologies and innovation trends in Africa	2
13. Annual report on African science, technology and innovation	2
14. Inclusive green economy in the context of structural transformation	3
15. Climate change and development in Africa	2
16. Research paper on climate change and development in Africa	2
Special events	
17. Senior experts dialogue on science, technology and innovation	2
18. High-level policy event on inclusive green economy and structural transformation in Africa	1
19. Conference on climate change and development in Africa	1
20. Africa climate talks	2
Technical materials	
21. Policy briefs on emerging issues and trends in new technologies and innovation in Africa	2
22. Policy briefs and research papers on inclusive green economy in the context of structural transformation	4
23. Methodological guidelines for assessments guiding climate investments in ecosystems (set)	1
24. Policy brief and research papers on climate change and development in Africa	4
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
25. Contribution to the African Union/NEPAD meetings on new technologies and innovation	2
Documentation for inter-agency meetings	
26. Documentation for the African Union/NEPAD meetings on new technologies and innovation	2
Technical cooperation (extrabudgetary)	
Training, seminars and workshops	
27. Training of experts and policymakers on inclusive green economy and structural transformation	2
28. Training of decision makers, legislators, parliamentarians, planners, media, civil society organizations and other communities of practice on climate change and development	2
29. Young African Lawyers Programme	2
Fellowships and grants	
30. Visiting scholars, fellows and interns to enhance capacity on inclusive green economy in Africa	2
31. Fellowships on ECA work on climate change and development in Africa	3
32. Provide climate research grants to various institutions, universities, member States and other stakeholders that specialize in climate change	5
Field projects	
33. Promoting science, innovation and technology in Africa	1
34. Implementation of a climate research for development platform in Africa	1
35. Quality analysis of climate information for a development policy, decision support and management practice programme	2
36. Infrastructure and capacity for climate information services projects	2
37. Strengthening climate governance and policy implementation	1
38. Africa climate resource platform and information service	1
39. Communication, outreach and advocacy climate products and initiatives	5

110. The distribution of revised resources for 2019 for subprogramme 5 is reflected in tables 33 and 34. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the subprogramme.

Table 33
Resource requirements, 2019: subprogramme 5

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	2 500.1	21
Non-post	708.4	–
Total (net of staff assessment)	**3 208.5**	**21**

Table 34
Resource requirements by object of expenditure, 2019: subprogramme 5

(Thousands of United States dollars)

Object of expenditure	*Financial resources*
Posts	2 500.1
Other staff costs	1.9
Consultants	130.5
Experts	464.1
Travel of staff	63.2
Contractual services	48.7
Total (net of staff assessment)	**3 208.5**

Posts

111. The amount of $2,500,100 would provide for 21 posts (1 D-1, 3 P-5, 5 P-4, 3 P-3, 1 P-2, 8 Local level) to support implementation of the mandate under the subprogramme. The proposed changes in staffing include:

(a) The establishment of a Chief of Section, Economic Affairs (P-5), in the Natural Resources Management Section and an Information Management Officer (P-3) in the Climate Change Section;

(b) The inward redeployment of an Economic Affairs Officer (P-4) from subprogramme 2, Regional integration and trade, to support the delivery of outputs under the Climate Change Section. The inward redeployment from former subprogramme 3, Innovations, technologies and management of Africa's natural resources (proposed to be repositioned under subprogramme 5, Climate change, environment and natural resources management), include a Principal Programme Management Officer (D-1), two Chiefs of Section (P-5), four Economic Affairs Officers (P-4), two Economic Affairs Officers (P-3), one Associate Economic Affairs Officer (P-2) and eight Local level posts consisting of a Senior Research Assistant, a Senior Programme Assistant, an Administrative Assistant, an Information Systems Assistant, three Staff Assistants and a Team Assistant.

112. All of the above posts would ensure the adequate implementation of the subprogramme, which is intentionally designed as a solution-oriented programme

aimed at enhancing the contribution of natural resources as a means of creating wealth and a conduit towards diversifying African economies.

113. The Principal Programme Management Officer (D-1) would provide technical and managerial leadership for the effective operation of the Division and implementation of the work programme. The Principal Programme Management Officer would: (a) lead and oversee the preparation of inputs to the proposed programme budget; (b) ensure all outputs produced by the subprogramme comply with relevant mandates; (c) maintain high quality standards; and (d) foster teamwork and communication within the Division and across the other subprogrammes.

114. The three Chiefs of Section (P-5) would lead the Natural Resources Management Section, the Climate Change Section and the Green Economy, Innovations and Technologies Section, respectively, and provide supervisory, technical leadership and expertise to ensure the timely and effective implementation of the programme of work and the achievement of the expected accomplishments for the biennium. In addition, the Chiefs would interact effectively with their counterparts in member States and subregional and regional organizations as well as with partners.

115. The four Economic Affairs Officers (P-4) would ensure the timely delivery of quality outputs in policy analysis, advocacy and technical cooperation related to the three areas of the programme of work, namely: (a) green economy innovations and technology; (b) natural resource management; and (c) climate change. The Economic Affairs Officers would also ensure the delivery of recurrent and non-recurrent publications.

116. The two Economic Affairs Officers (P-3) and the Associate Economic Affairs Officer (P-2) would provide technical advisory services with regard to the assessment of trends in green economy, new technology and innovation policies in the region and undertake development research on climate change and natural resources.

117. The eight Local level posts would undertake research and provide secretarial services and logistical, administrative and programme support to the professional staff and the subprogramme activities.

118. Non-post resources in the amount of $708,400 for 2018–2019 would provide for the following costs, set out below.

Other staff costs

119. The amount of $1,900 would provide for overtime and night differential costs for staff members working after regular hours during periods of peak workload.

Consultants

120. The amount of $130,500 would provide for the hiring of external specialized consultants to provide expert knowledge, including data collection through several targeted missions in the subregions, and assist in the preparation of non-recurrent publications and technical materials. Those activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subprogramme. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

121. The amount of $464,100 would provide for ad hoc expert group meetings for the review of reports on the following topics: (a) new technologies and innovation trends in Africa and inclusive green economy in the context of structural transformation in Africa; (b) the annual report on African science, technology and

innovation; (c) Country Mining Vision issues and options at the national level; and (d) the review of mineral codes, documents and initiatives of regional economic communities.

Travel of staff

122. The amount of $63,200 would provide for the financing of four trips to different locations to carry out data collection and training sessions. The resources would provide for travel where Internet and/or audio/videoconference technology is considered insufficient to carry out quality analysis, research and data collection.

Contractual services

123. The amount of $48,700 would provide for the editing, printing and translation of publications and for interpretation and audiovisual services in meetings.

Subprogramme 6
Gender equality and women's empowerment

124. Substantive responsibility for implementing the subprogramme would lie with the Gender, Poverty and Social Policy Division. The subprogramme's work would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goal 6 of the Sustainable Development Goals and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. The subprogramme would support member States and the organs of the African Union Commission in their work to design, implement and monitor policies, programmes and strategies to achieve gender equality and the empowerment of women and girls. A particular focus would be placed on addressing gender issues in the context of macroeconomic policies, including sectoral policies, and on programmes that highlight the effects of existing gender inequalities on economic growth and the efficacy of policies and legislation in reducing gender inequality.

Table 35
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve gender equality and women's empowerment for inclusive and sustainable development in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*					
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
(a) Enhanced capacity of member States and regional economic communities to design, implement and monitor policies that promote gender equality and the empowerment of women and girls	Increased number of member States and regional economic communities adopting ECA-advocated policies, approaches and tools for reducing gender inequality and promoting the empowerment of women and girls	Target		25		20		15		
		Estimate				20		15		10
		Actual						15		10
(b) Strengthened capacity of member States to mainstream gender into macroeconomic and sectoral policies and programmes	Increased number of member States adopting ECA-advocaied macroeconomic and sectoral policies, approaches and tools for reducing gender inequality and promoting the empowerment of women and girls	Target		15		10				
		Estimate				20		20		
		Actual						15		15

External factors

125. The subprogramme would be expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States and national policymakers were supportive of its efforts and extended full cooperation for gender mainstreaming and the implementation of gender equality policies and strategies by allocating both human and financial resources; (b) member States, through their national institutions, provided well documented and accurate data to support the subprogramme's efforts; (c) adequate capacity would exist to implement and monitor the subprogramme's efforts at the national and subregional levels; and (d) development partners honoured the commitments made and continued their support.

Outputs

126. During the biennium 2018–2019, the following outputs would be delivered:

Table 36
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Biennial session of the Committee on Gender and Social Development	1
Parliamentary documentation	
2. Work of the subprogramme during the biennium 2018-2019 and the planned activities for the biennium 2020-2021 to promote gender equality and the empowerment of women (2019)	1
Other services	
Other ad hoc expert groups	
3. *African Women's Report*	1
4. African Gender and Development Index regional report	1
5. Women's entrepreneurship	1
Other substantive activities (regular budget)	
Recurrent publications	
6. *African Women's Report* — based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	1
Non-recurrent publications	
7. Women's entrepreneurship	1
Technical materials	
8. Maintenance and expansion of the knowledge platform for information-sharing and advocacy on gender equality, women's empowerment and women's socioeconomic, political and human rights to deepen dialogue and policy options (set)	1
Technical cooperation (regular/extrabudgetary)	
Training, seminars and workshops	
9. Regional capacity development workshops on integrating gender into socioeconomic policies and programmes towards inclusive, equitable and sustainable development in Africa	1
10. National-level workshops to review results and define national strategies to implement results of research findings	5

Outputs	*Quantity*
Fellowships and grants	
11. Interns to support the strengthening of the knowledge base on gender and development issues in Africa based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	4
12. Fellowships to work on gender awareness macroeconomic modelling and policy issues related to gender and development as defined in the Continent-Wide Initiative for Gender Equality and Women's Empowerment	4
Field projects	
13. Monitoring the implementation of regional and global instruments	1
14. Policy research on gender and climate change in Africa	1
15. Policy research on gender and the extractive industry in Africa	1
16. Project on mainstreaming a gender perspective into ECA work to ensure that the sectoral outputs and knowledge products for member States promote gender equality and women's empowerment in Africa	1

127. The distribution of revised resources for 2019 for subprogramme 6 is reflected in tables 37 and 38. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the subprogramme.

Table 37
Resource requirements, 2019: subprogramme 6

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	672.2	6
Non-post	394.3	–
Total (net of staff assessment)	**1 066.5**	**6**

Table 38
Resource requirements by object of expenditure, 2019: subprogramme 6

(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Posts	672.2
Other staff costs	2.2
Consultants	82.9
Experts	191.0
Travel of staff	39.2
Contractual services	79.0
Total (net of staff assessment)	**1 066.5**

Posts

128. The amount of $672,200 would provide for 6 posts (2 P-4, 1 P-3, 1 P-2 and 2 Local level) to support implementation of the mandate under the subprogramme. The proposed change in staffing would include the inward redeployment of an Economic Affairs Officer (P-4) from subprogramme 7, component 5, from Lusaka to

Addis Ababa to support member States in defining and implementing economic and social policies that address gender issues as well as women's empowerment concerns, including promoting the collection and use of data disaggregated by gender.

129. Non-post resources in the amount of $394,300 for 2018–2019 would provide for the following costs, set out below.

Other staff costs

130. The amount of $2,200 would provide for overtime for staff working after regular hours during periods of peak workload, particularly during the three ad hoc expert group meetings, meetings of the Committee for Women and Development and other meetings and workshops.

Consultants

131. The amount of $82,900 would provide for the hiring of external specialized consultants for their expertise on emerging areas of work and data collection at the national level for the subprogramme's outputs. Those activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subprogramme. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

132. The amount of $191,000 would provide for ad hoc expert group meetings on: (a) the external review of the *African Women's Report*; (b) the report on the African Gender and Development Index; and (c) the external review and validation of the guidelines for the study on women's entrepreneurship.

Travel of staff

133. The amount of $39,200 would provide for the financing of five trips to various locations to participate in various meetings and workshops organized by stakeholders and partners, conduct data collection missions and organize and participate in meetings and conferences and ad hoc expert group meetings.

Contractual services

134. The amount of $79,000 would provide for the editing and translation of non-recurrent publications and technical materials.

Subprogramme 7
Subregional activities for development

135. The five ECA subregional offices, which are responsible for the implementation of the components of subprogramme 7, are located in: (a) Rabat, for North Africa; (b) Niamey, for West Africa; (c) Yaoundé, for Central Africa; (d) Kigali, for East Africa; and (e) Lusaka, for Southern Africa.

136. The subregional offices would specialize in selected thematic areas to ensure a more effective approach to priority issues of concern and development challenges faced by the member States in their respective subregions.

Component 1
Subregional activities in North Africa

137. Component 1 of subprogramme 7 would be implemented by the subregional office for North Africa, which covers the following seven member States: Algeria, Egypt, Libya, Mauritania, Morocco, the Sudan and Tunisia. It also serves the Arab Maghreb Union as the regional economic community for North Africa.

138. The subregional office would focus on unemployment, which remains one of the main challenges in the North Africa subregion. The unemployment rate among youth was 29.3 per cent in 2016, compared with a global average of 13 per cent. There was a wide gap between men and women: 41 per cent of all unemployed persons in the subregion were young women. The work of the subregional office would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 1, 8, 10, 16 and 17 of the Sustainable Development Goals and an emphasis on improving macroeconomic and fiscal policies to ensure sustainable and inclusive growth.

Table 39
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve structural transformation and balanced development through the implementation of a conducive environment for employment creation for women and young people in North Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*							
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
(a) Enhanced capacity of member States in the North Africa subregion to design and implement national policies and strategies for sustainable employment creation	Increased number of member States and regional economic communities using ECA policy recommendations to design and implement national policies and strategies for employment creation aligned with job market requirements and through public-private partnerships	Target		4						
		Estimate								
		Actual								
(b) Strengthened capacity of member States in the North Africa subregion and regional economic communities to implement subregional development priorities in line with the Sustainable Development Goals and Agenda 2063, with due consideration for youth and gender perspectives	(i) Increased number of subregional initiatives designed or implemented by North African member States, regional economic communities and intergovernmental organizations, with assistance from ECA, to promote regional integration, implement the data revolution and benefit from South-South cooperation, with due consideration for youth and gender perspectives	Target		8		8		8		
		Estimate		4		6		8		
		Actual						6		
	(ii) Increased number of North African member States, regional economic communities and intergovernmental organizations that initiate the process of adopting or implementing the African Continental Free Trade Area, using ECA support, tools, methodologies and advisory services related to normative work and policy orientation	Target		5		4				
		Estimate				4				
		Actual				7				

External factors

139. The component would be expected to achieve its objective and expected accomplishments on the assumption that: (a) member States experienced political stability and economic recovery; (b) member States and regional economic communities were fully committed to the implementation of the regional integration agenda through improved functioning of the decision-making organs related to the regional economic communities concerned; and (c) development partners increased extrabudgetary resources to match the increasing demand for capacity-building and technical support from member States and regional economic communities.

Outputs

140. During the biennium 2018–2019, the following outputs would be delivered:

Table 40
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental Committee of Experts of the subregional office for North Africa	
Substantive servicing of meetings	
1. Session of the Intergovernmental Committee of Experts of the subregional office for North Africa	8
Parliamentary documentation	
2. Subregional profile on socioeconomic developments in North Africa	2
3. Progress report on regional and international agendas and other special initiatives in the subregion	2
4. Annual report on the work of ECA in North Africa	2
5. Report on the meetings of the Intergovernmental Committee of Experts	2
Other services	
Other ad hoc expert groups	
6. Data revolution in North Africa: putting data in support of structural transformation	1
7. Institutional quality and structural transformation	1
8. Deepening regional integration in North Africa through implementation of targeted trade facilitation measures	1
9. Climate risk management: status and best practices in North Africa	1
10. Regional dialogue on employment, skills and balanced development	1
Other substantive activities (regular budget)	
Recurrent publications	
11. Country profiles	5
Non-recurrent publications	
12. Data revolution in North Africa: putting data in support of structural transformation	1
13. Institutional quality and structural transformation	1
14. Deepening regional integration in North Africa through implementation of targeted trade facilitation measures	1
15. Climate risk management: status and best practices in North Africa	1
16. Implementation of the Sustainable Development Goals in North Africa	1
17. African Continental Free Trade Area: Opportunities and challenges for trade integration in North Africa	1
18. Employment, skills and balanced development: North Africa trends and future needs	1

Outputs	*Quantity*
Special events	
19. North African Development Forum: implementation of the African Continental Free Trade Area in North Africa	1
Technical materials	
20. Knowledge management platform for the subregional office (website) and database module	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
21. Consultative meetings with the Maghreb Arab Union in support of the activities of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
22. Documentation for the consultative meetings with the Maghreb Arab Union in support of the activities of the Regional Coordination Mechanism for Africa	2
Technical cooperation (extrabudgetary)	
Advisory services	
23. Advisory missions at the request of member States, the Arab Maghreb Union and other subregional and intergovernmental organizations on institutional and thematic issues related to the economic and social transformation of North African member States	10
Fellowships and grants	
24. Visiting scholars, fellows and interns to enhance capacity in relation to development issues and policy analysis	3
Field projects	
25. Support for the implementation of the Maghreb action plan to boost intra-African trade	1

141. The distribution of revised resources for 2019 for subprogramme 7, component 1, is reflected in tables 41 and 42. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the component.

Table 41
Resource requirements, 2019: subprogramme 7, component 1

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	1 946.2	19
Non-post	1 172.6	–
Total (net of staff assessment)	**3 118.8**	**19**

Table 42
Resource requirements by object of expenditure, 2019: subprogramme 7, component 1

(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Posts	1 946.2
Other staff costs	112.7
Consultants	51.1
Experts	169.7
Travel of staff	112.9
Contractual services	306.0
General operating expenses	268.5
Supplies and materials	58.0
Furniture and equipment	84.5
Grants and contributions	9.2
Total (net of staff assessment)	**3 118.8**

Posts

142. The amount of $1,946,200 would provide for 19 posts (1 D-1, 1 P-5, 3 P-4, 4 P-3, 2 National Professional Officer and 8 Local level) to support the implementation of the mandate under the subprogramme. The proposed changes in staffing include the outward redeployment of an Economic Affairs Officer (P-4) located in Rabat to subprogramme 3, Private sector development and finance, located in Addis Ababa, to support activities on innovative finance and capital markets, and an Associate Economic Officer (P-2) located in Rabat to subprogramme 2, Regional integration and trade, located in Addis Ababa, to support activities on regional integration and NEPAD.

143. Non-post resources in the amount of $1,172,600 would provide for the following costs, set out below.

Other staff costs

144. The amount of $112,700 would provide for: (a) temporary assistance for meetings, including translations and interpretations into English, French and Arabic, for two Intergovernmental Committee of Experts meetings ($73,500); (b) general temporary assistance for the provision of additional assistance during peak working periods and the replacement of staff on annual, sick and maternity leave ($31,600); and (c) overtime to cover peak workload requirements ($7,600).

Consultants

145. The amount of $51,100 would provide for the hiring of external specialized consultants to work on reports, including on topics such as institutional quality and structural transformation, and deepening regional integration in North Africa through the implementation of targeted trade facilitation measures. Those reports require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subregional office. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

146. The amount of $169,700 would provide for ad hoc expert group meetings with regard to: (a) institutional quality and structural transformation; (b) deepening regional integration in North Africa through the implementation of targeted trade facilitation measures; and (c) regional dialogue on employment, skills and balanced development.

Travel of staff

147. The amount of $112,900 would provide for the financing of trips to participate in various meetings and consultations, the provision of advisory services and data collection and the preparation of reports. The resources would provide for travel where Internet and/or audio/videoconference technology is considered insufficient to carry out quality analysis, research and data collection.

Contractual services

148. The amount of $306,000 would provide for: (a) external printing and the contractual translation and editing of publications; (b) short-term expertise to support the activities of the Maghreb Arab Union and member States in reinforcing collaboration with regional civil society organizations and private regional groups; and (c) security services for the office premises.

General operating expenses

149. The amount of $268,500 would provide for the rental of conference facilities and the maintenance of premises; utilities; the rental of furniture and equipment; communications costs, including Internet bandwidth; cleaning services; and other miscellaneous services, such as bank charges, freight and related expenses.

Supplies and materials

150. The amount of $58,000 would provide for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

151. The amount of $84,500 would provide for the acquisition and replacement of office automation and other equipment and furniture.

Grants and contributions

152. The amount of $9,200 would provide for annual contributions to the United Nations country team for common security services provided by the Department of Safety and Security to all United Nations offices and agencies located in Rabat.

Component 2
Subregional activities in West Africa

153. Component 2 of subprogramme 7 would be implemented by the subregional office for West Africa, which covers the following 15 member States: Benin, Burkina Faso, Cabo Verde, Côte d'Ivoire, the Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, the Niger, Nigeria, Senegal, Sierra Leone and Togo. The office would implement its programme of work in close cooperation with the Economic and

Statistical Observatory for Sub-Saharan Africa, intergovernmental organizations, think tanks and developmental centres of excellence in West Africa.

154. The subprogramme's work would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 8 and 17 of the Sustainable Development Goals. The component would tackle other emerging issues, such as climate change, demographic dynamics (including international migration) and political and security risks, through the innovative regional development of strategic partnerships and collaboration with member States, knowledge and research institutions and other pertinent development stakeholders. The United Nations integrated strategy for the Sahel would play a driving role in the implementation of the subprogramme.

Table 43
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in West Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(a) Enhanced capacity of member States in the West Africa subregion to integrate demographic dynamics challenges in policy and planning processes	Increased number of member States and regional economic communities assisted by ECA that have integrated demographic dynamics challenges in their respective development plans and policies	Target	4			
		Estimate				
		Actual				
(b) Strengthened capacity of member States in the West Africa subregion, the Economic Community of West African States (ECOWAS) and the West African Economic and Monetary Union to implement subregional development priorities, with due consideration for gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, ECOWAS, the West African Economic and Monetary Union and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives	Target	2			
		Estimate			1	
		Actual				
	(ii) Increased number of policy dialogues and platforms in support of structural transformation in West Africa, with due consideration for gender perspectives	Target	8			
		Estimate			5	
		Actual				

External factors

155. The component would be expected to achieve its objectives and expected accomplishments on the assumption that: (a) the subprogramme was free from significant external shocks or major disruptions that would require significant changes in priorities in the socioeconomic, institutional and security environment in the subregion; (b) member States and national policymakers remained supportive of the efforts of the subprogramme and the extent of commitment to the regional integration agenda; (c) the partnership and collaboration with ECOWAS, the West African Economic and Monetary Union, the Mano River Union and other stakeholders continued to be strengthened; and (d) the subprogramme would continue to benefit from the necessary budgetary support from member States and development partners.

Outputs

156. During the biennium 2018–2019, the following outputs would be delivered:

Table 44
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental Committee of Experts of the subregional office for West Africa	
Substantive servicing of meetings	
1. Annual session of the Intergovernmental Committee of Experts of the subregional office for West Africa	2
Parliamentary documentation	
2. Progress report on the implementation of agreed-upon regional and international development agendas	2
3. Annual report on the work of ECA in West Africa	2
Other services	
Ad hoc expert group	
4. Review of a study on the transformation of West African countries	1
5. Review of a study on the challenges of monitoring the Sustainable Development Goals, as recommended by regional economic communities and member States	1
6. Deepening of regional integration in West Africa	1
7. Data revolution in support of member States' development efforts: measuring demographic dynamics for development in West Africa	1
8. Emerging issues having an impact on social and economic development in West Africa	1
Assistance to intergovernmental bodies and/or United Nations representatives/rapporteurs	
9. Annual meeting of the Subregional Coordination Mechanism for West Africa for the United Nations system-wide support for the African Union and its NEPAD programme with a view to avoiding duplication of efforts and creating synergies among development stakeholders	2
10. Functional support for the work of the United Nations country teams and other United Nations inter-agency activities in West Africa	2
Other substantive activities (regular budget)	
Special events	
11. Meeting of think tanks on issues pertaining to the development of West Africa: opportunities and challenges of demographic dynamics in West Africa	1
Recurrent publications	
12. Country profiles	10
Non-recurrent publications	
13. Study on emerging West African countries through structural transformation	1
14. Study on the challenges of monitoring the Sustainable Development Goals	1
15. Study on deepening regional integration in West Africa	1
16. Study on data revolution in support of member States' development efforts: measuring demographic dynamics for development in West Africa	1
17. Study on emerging issues that have an impact on social and economic development in West Africa	1
Technical materials	
18. Policy briefs on sustainable economic and social transformation in West Africa	2
19. Reporting on activities to feed the ECA database with data from West African countries, including the updating of country profiles in support of ECA member States and regional economic communities in West Africa	1

Outputs	*Quantity*
20. Maintenance of thematic workspaces for communities of practice, including the Observatory on Regional Integration in West Africa	1
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
21. Subregional Coordination Mechanism for West Africa	2
22. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
23. Subregional Coordination Mechanism for West Africa	2
24. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
25. Provide advisory services upon request to member States, the Economic Community for West African States, the West African Economic and Monetary Union and other subregional and intergovernmental organizations on institutional and sectoral issues in relation to the consolidation of achievements in statistical areas, regional integration and sustainable development in West Africa	10
Field projects	
26. Field project on strengthening the institutional capacity of regional economic communities/intergovernmental organizations and countries to capitalize on demographic dynamics for development in West Africa	1

157. The distribution of revised resources for 2019 for subprogramme 7, component 2, is reflected in tables 45 and 46. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the component.

Table 45
Resource requirements, 2019: subprogramme 7, component 2

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	1 894.6	18
Non-post	1 255.8	–
Total (net of staff assessment)	**3 150.4**	**18**

Table 46
Resource requirements by object of expenditure, 2019: subprogramme 7, component 2

(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Posts	1 894.6
Other staff costs	94.2
Consultants	146.6
Experts	214.7
Travel of staff	165.9
Contractual services	343.0
General operating expenses	161.2
Supplies and materials	80.9
Furniture and equipment	49.3
Total (net of staff assessment)	**3 150.4**

Posts

158. The amount of $1,894,600 would provide for 18 posts (1 D-1, 1 P-5, 3 P-4, 3 P-3, 1 P-2, 2 National Professional Officer and 7 Local level) for subprogramme 7, component 2, to support implementation of the mandate under the subprogramme. The proposed change in staffing includes the outward redeployment of an Economic Affairs Officer (P-3) located in Niamey to subprogramme 7, component 3, located in Yaoundé, to support the subregional initiative of demographic dynamics for development.

159. Non-post resources in the amount of $1,255,800 would provide for the following costs, set out below.

Other staff costs

160. The amount of $94,200 would provide for: (a) temporary assistance for meetings, including simultaneous interpretation into English and French ($45,900); (b) general temporary assistance for the provision of additional assistance during peak working periods and the replacement of staff on annual, sick and maternity leave ($41,300); and (c) overtime to cover peak workload requirements ($7,000).

Consultants

161. The amount of $146,600 would provide for the hiring of consultants to provide input on publications and reports such as the report on the data revolution in support of development efforts in West Africa and the report on emerging issues that have an impact on social and economic development in West Africa. Those activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subregional office. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

162. The amount of $214,700 would provide for ad hoc expert group meetings to review: (a) the report on the data revolution in support of development efforts of member States; (b) the report on emerging issues that have an impact on social and economic development in West Africa; and (c) policy dialogues on country profiles.

Travel of staff

163. The amount of $165,900 would provide for the financing of trips to several locations to provide substantive servicing of meetings, advisory services, data collection services, meetings and training. The resources would provide for travel where Internet and/or audio/videoconference technology is considered insufficient to carry out quality analysis, research and data collection. To the extent possible, back-to-back missions would continue to be undertaken to enable more efficient use of resources.

Contractual services

164. The amount of $343,000 would provide for: (a) the contractual translation and editing of documents and reports into English and French, the provision of electronic records management and other services and the undertaking of an external evaluation of programme outputs and activities ($162,200); and (b) the external printing of major publications ($180,800).

General operating expenses

165. The amount of $161,200 would provide for the maintenance of the office, operating under a common cost-sharing system ($24,900); utilities ($47,300); the rental and maintenance of furniture and equipment ($10,000); communications costs, including the rental of a satellite transponder ($64,800); and freight, clearing costs and bank charges ($14,200).

Supplies and materials

166. The amount of $80,900 would provide for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

167. The amount of $49,300 would provide for the acquisition and replacement of office equipment and furniture for the subregional office.

Component 3
Subregional activities in Central Africa

168. Component 3 of subprogramme 7 would be implemented by the subregional office for Central Africa, which covers the following seven member States: Cameroon, the Central African Republic, Chad, the Congo, Equatorial Guinea, Gabon and Sao Tome and Principe. It also serves the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC). The office implements its programme of work in close cooperation with the Economic and Statistical Observatory for Sub-Saharan Africa and various divisions of ECA.

169. The component would provide member States and regional economic communities with policy advice in support of their development agendas. The work would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 1, 2, 8, 9, 12 and 17 of the Sustainable Development Goals. Of relevance would be the support rendered towards the implementation of the "Douala Consensus", the African Continental Free Trade Area and the consensual transport master plan for Central

Africa, as well as to the steering committee for the harmonization and rationalization of the work of ECCAS and CEMAC.

Table 47
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve economic diversification and structural transformation for inclusive and sustainable development in an integrated Central Africa subregion

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*							
			2018	*2019*	*2016*	*2017*	*2014*	*2015*	*2012*	*2013*
(a) Enhanced capacity of member States in the Central Africa subregion to design and implement economic diversification policies and reforms that contribute to social inclusion and broad-based and sustainable development	Increased number of member States that have designed and implemented economic diversification and industrialization strategies as a result of ECA technical and advisory services	Target		3						
		Estimate								
		Actual								
(b) Strengthened capacity of the Central African Economic and Monetary Community and the Economic Community of Central African States to implement subregional development priorities and promote subregional cooperation and integration, with due consideration for gender perspectives	(i) Increased number of subregional initiatives designed or implemented by member States, the Central African Economic and Monetary Community, the Economic Community of Central African States and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives	Target	4		4		4			
		Estimate				4		4		
		Actual						4		
	(ii) Increased number of high-level policy dialogues in support of economic diversification and structural transformation in Central Africa, through subregional cooperation and integration, with due consideration for gender perspectives	Target	4		2					
		Estimate				2				
		Actual								

External factors

178. The component would be expected to achieve its objective and expected accomplishments on the assumption that: (a) national statistical agencies cooperated with the office and provided quality statistics in a timely manner; (b) United Nations agencies, the African Development Bank and other stakeholders were supportive of the Subregional Coordination Mechanism for Central Africa and were willing to strengthen their cooperation with ECA in support of subregional initiatives; (c) regional economic communities, member States and other beneficiaries fulfilled their commitments in a timely and effective manner in joint activities with the subregional office for Central Africa; and (d) there was political stability, especially in post-conflict countries.

Outputs

179. During the biennium 2018–2019, the following outputs would be delivered:

Table 48
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental Committee of Experts of the subregional office for Central Africa	
Substantive servicing of meetings	
1. Annual session of the Intergovernmental Committee of Experts of the subregional office for Central Africa	8
Parliamentary documentation	
2. Annual report on the work of ECA in Central Africa	2
3. Progress report on regional and international agendas and other special initiatives in the subregion	2
4. Report on the implementation of subregional initiatives in Central Africa	2
Other services	
Other ad hoc expert groups	
5. Infrastructure development in Central Africa: beyond the missing links (2018)	1
6. African Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community	1
7. A push for resource-based industrialization: fiscal space for industrialization in Central Africa (2018)	1
8. Enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	1
Other substantive activities (regular budget)	
Recurrent publications	
9. Country profiles (Structural Transformation — Employment, Production and Society (STEPS))	8
Non-recurrent publications	
10. Infrastructure development in Central Africa: beyond the missing links	1
11. African Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community	1
12. A push for resource-based industrialization: fiscal space for industrialization in Central Africa	1
13. Enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa	1
Booklets, pamphlets, fact sheets, wallcharts, information kits	
14. Policy briefs on emerging issues in Central Africa	6
Special events	
15. The state of structural transformation in Central Africa: challenges and opportunities	1
Technical materials	
16. Electronic briefs on major activities of the subregional office for Central Africa (regional updates)	4
17. Establishment and maintenance of peer learning groups and thematic workspaces for communities of practice	6
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
18. Subregional Coordination Mechanism for Central Africa	2
19. Functional support to the work of United Nations country teams and the work of the thematic clusters of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
20. Subregional Coordination Mechanism for Central Africa	2

Outputs	*Quantity*
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
21. Advisory services to the Economic Community of Central African States, the Central African Economic and Monetary Community, other subregional and intergovernmental organizations and non-governmental organizations on institutional and sectoral issues to strengthen regional integration and support inclusive growth, economic and social transformation in Central Africa	10

172. The distribution of revised resources for 2019 for subprogramme 7, component 3, is reflected in tables 49 and 50. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the component.

Table 49
Resource requirements, 2019: subprogramme 7, component 3

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	2 446.2	23
Non-post	1 660.3	–
Total (net of staff assessment)	**4 106.5**	**23**

Table 50
Resource requirements by object of expenditure, 2019: subprogramme 7, component 3

(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Posts	2 446.2
Other staff costs	86.7
Consultants	36.7
Experts	355.2
Travel of staff	172.5
Contractual services	236.6
General operating expenses	241.2
Supplies and materials	357.4
Furniture and equipment	174.0
Total (net of staff assessment)	**4 106.5**

Posts

173. The amount of $2,446,200 would provide for 23 posts (1 D-1, 2 P-5, 3 P-4, 5 P-3, 1 P-2, 2 National Professional Officer and 9 Local level) to support implementation of the mandate under the subprogramme. The proposed changes in staffing include the inward redeployment of a Chief of Section, Programme Management (P-5) from subprogramme 2, Regional integration and trade, from Addis Ababa to Yaoundé to lead the subregional initiative on economic diversification policy and reforms. In addition, an Economic Affairs Officer (P-3) from

subprogramme 7, component 2, located in Niamey, would be redeployed to subprogramme 7, component 3, in Yaoundé to support the subregional initiative of demographic dynamics for development.

174. Non-post resources in the amount of $1,660,300 are the same compared with the initial appropriation for 2018–2019, and would provide for the following costs, set out below.

Other staff costs

175. The amount of $86,700 would provide for: (a) temporary assistance for meetings, including simultaneous interpretation into English, French and Spanish ($49,300); (b) general temporary assistance for the provision of secretarial support, additional assistance during peak working periods and the replacement of staff on annual, sick and maternity leave ($26,500); and (c) overtime to cover peak workload requirements ($10,900).

Consultants

176. The amount of $36,700 would provide for the hiring of external specialized consultants to work on reports and publications on topical issues such as tourism and the blue economy. In addition, the consultants would perform an external evaluation of the outputs and activities. Those activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subregional office. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

177. The amount of $355,200 would provide for ad hoc expert group meetings to review reports on topics such as: (a) enabling the realization of the Sustainable Development Goals through development planning: evidence from Central Africa; and (b) the African Continental Free Trade Area and Central Africa: scaling up harmonization within the Economic Community of Central African States and the Central African Economic and Monetary Community.

Travel of staff

178. The amount of $172,500 would provide for the financing of trips to various locations for the substantive servicing of and participation in meetings, data collection and advisory missions. In addition, staff would travel to disseminate products and facilitate policy dialogues. The resources would provide for travel where Internet and/or audio/videoconference technology is considered insufficient to carry out quality analysis, research and data collection.

Contractual services

179. The amount of $236,600 would provide for: (a) contractual interpretation, editing, translation, security, cleaning, electromechanical maintenance services and staff training ($168,800); and (b) the external printing of major publications, such as country profiles, non-recurrent publications and booklets ($67,800).

General operating expenses

180. The amount of $241,200 would provide for the rental and maintenance of the office ($98,300), utilities ($23,800), the rental and maintenance of furniture and equipment ($27,800), communications costs, including licence fees for very small

aperture terminals and Internet service ($63,000), and other miscellaneous charges ($28,300).

Supplies and materials

181. The amount of $357,400 would provide for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

182. The amount of $174,000 would provide for the cost of acquisition and replacement of office equipment, furniture and other equipment in the subregional office.

Component 4
Subregional activities in East Africa

183. Component 4 of subprogramme 7 would be implemented by the subregional office for East Africa, which covers the following 14 countries: Burundi, the Comoros, the Democratic Republic of the Congo, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, South Sudan, Uganda and the United Republic of Tanzania. The office implements its programme of work in close cooperation with the East African Community, the Intergovernmental Authority on Development, the Economic Community of the Great Lakes Countries, the Indian Ocean Commission and the International Conference on the Great Lakes Region.

184. The area of specialization of the component would be the deepening of regional integration in East Africa in the context of implementing the African Continental Free Trade Area. The work would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 8, 9, 14 and 17 of the Sustainable Development Goals.

Table 51
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve structural transformation for inclusive and sustainable development in the East Africa subregion

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Enhanced capacity of member States, regional economic communities and intergovernmental organizations in the East Africa subregion to develop national African Continental Free Trade Area strategies and implement policies conducive to the completion of the Area's goals of creating a single market for goods, services and the movement of persons in order to deepen the economic integration of the African continent, in accordance with the pan-African vision of an integrated, prosperous and peaceful Africa enshrined in Agenda 2063	Increased number of member States, regional economic communities and intergovernmental organizations that have adopted Area strategies and implemented policies conducive to the completion of the Area as a result of ECA technical support and advisory services	Target	4			
		Estimate				
		Actual				

(b) Strengthened capacity of member States in the East Africa subregion, the regional economic communities and intergovernmental bodies to develop and implement development frameworks, including on the blue economy	(i) Increased number of subregional initiatives designed or implemented by member States, the regional economic communities and intergovernmental organizations	Target	6	6	5	
		Estimate		6	5	4
		Actual			4	4
	(ii) Increased number of policy and dialogue platforms in support of subregional development priorities in East Africa	Target	8			
		Estimate		8		
		Actual				

External factors

185. The component would be expected to achieve its objectives and expected accomplishments on the assumption that: (a) member States effectively implemented the common policy measures and institutional mechanisms agreed upon in the framework of the African Continental Free Trade Area, Agenda 2063 and the Sustainable Development Goals; (b) partnership and collaboration with national statistical systems on the subregional and Structural Transformation — Employment, Production and Society (STEPS) profiles were further strengthened; and (c) United Nations system-wide coherence and synergy were strengthened within the framework of the Subregional Coordination Mechanism for Eastern and Southern Africa to deliver better support to regional economic communities and intergovernmental organizations.

Outputs

186. During the biennium 2018–2019, the following outputs would be delivered:

Table 52
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental Committee of Experts of the subregional office for East Africa	
Substantive servicing of meetings	
1. Servicing the Intergovernmental Committee of Experts of the subregional office for East Africa	2
Parliamentary documentation	
2. Progress report on the implementation of regional and international agendas	2
3. Annual report on the work of ECA in East Africa, including the status of implementation of the Subregional Coordination Mechanism for Eastern and Southern Africa	2
Other services	
Other ad hoc expert groups	
4. Sustainable financing of tourism development in East Africa	1
5. Energy and industrialization in East Africa	1
6. Addressing balance-of-payments constraints in East Africa	1
7. Trade facilitation and manufacturing in East Africa	1
8. Employment and inclusive growth: its contribution to the Sustainable Development Goals	1
9. Social cohesion in the context of open regionalism	1
Other substantive activities (regular budget)	
Recurrent publications	
10. STEPS profiles	2

Outputs	*Quantity*
11. Subregional profiles	2
Non-recurrent publications	
12. Sustainable financing of tourism development in East Africa	1
13. Energy and industrialization in East Africa	1
14. Addressing balance-of-payments constraints in East Africa	1
15. Trade facilitation and manufacturing in East Africa	1
16. Employment and inclusive growth: its contribution to the Sustainable Development Goals	1
17. Social cohesion in the context of open regionalism	1
Special events	
18. STEPS and subregional profiles	1
Technical materials	
19. Policy briefs or research papers on priority socioeconomic development issues in East Africa	4
20. Electronic briefs on major activities of the subregional office for East Africa (regional updates)	8
International cooperation and interagency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
21. Subregional Coordination Mechanism for Eastern and Southern Africa	2
Documentation for inter-agency meetings	
22. Subregional Coordination Mechanism for Eastern and Southern Africa	2
23. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
24. Provision of advisory services to member States, regional economic communities, intergovernmental organizations and civil society organizations on institutional and sectoral issues to support inclusive growth and economic and social transformation in East Africa	6
Field projects	
25. Measuring the indirect impact of tourism on national income in East Africa	1

187. The distribution of revised resources for 2019 for subprogramme 7, component 4, is reflected in tables 53 and 54. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the component.

Table 53
Resource requirements, 2019: subprogramme 7, component 4

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	2 035.8	20
Non-post	1 285.0	–
Total (net of staff assessment)	**3 320.8**	**20**

Table 54
Resource requirements by object of expenditure, 2019: subprogramme 7, component 4

(Thousands of United States dollars)

Object of expenditure	*Financial resources*
Posts	2 035.8
Other staff costs	122.3
Consultants	41.3
Experts	357.1
Travel of staff	138.8
Contractual services	244.6
General operating expenses	163.1
Supplies and materials	89.4
Furniture and equipment	128.4
Total (net of staff assessment)	**3 320.8**

Posts

188. The amount of $2,035,800 would provide for 20 posts (1 D-1, 1 P-5, 3 P-4, 3 P-3, 2 P-2, 2 National Professional Officer and 8 Local level) for subprogramme 7, component 4, to support the implementation of the mandate under the programme. The proposed change in staffing would be the outward redeployment of an Economic Affairs Officer (P-4) located in Kigali to subprogramme 3, Private sector development and finance, in Addis Ababa to support activities related to innovative finance and capital markets.

189. Non-post resources in the amount of $1,285,000 are the same compared with the initial appropriation for 2018–2019, and would provide for the following costs, set out below.

Other staff costs

190. The amount of $122,300 would provide for: (a) temporary assistance for meetings, including simultaneous interpretation into English and French ($56,300); (b) general temporary assistance for the provision of additional assistance during peak working periods and the replacement of staff on annual, sick and maternity leave ($60,200); and (c) overtime to cover peak workload requirements ($5,800).

Consultants

191. The amount of $41,300 would provide for the hiring of external specialized consultants to assist in the preparation of reports and non-recurrent publications on selected issues and provide data collection services for various activities. Those activities require expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subregional office. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

192. The amount of $357,100 would provide for ad hoc expert group meetings to review reports on topics such as: (a) trade facilitation and manufacturing in East Africa; (b) employment and inclusive growth: its contribution towards the Sustainable

Development Goals; (c) social cohesion in the context of open regionalism; and (d) the servicing of the Subregional Coordination Mechanism for Eastern and Southern Africa.

Travel of staff

193. The amount of $138,800 would provide for the financing of trips to various locations to attend annual conferences and meetings, give presentations at international conferences and conduct data collection. The resources would provide for travel where Internet and/or audio/videoconference technology is considered insufficient to carry out quality analysis, research and data collection.

Contractual services

194. The amount of $244,600 would provide for: (a) contractual services, including information and communications technology services, the maintenance of office equipment, the servicing of electrical and mechanical equipment, the regular maintenance of premises and the translation and editing of documents ($194,800); and (b) the external printing of reports ($49,800).

General operating expenses

195. The amount of $163,100 would provide for the maintenance of the office ($43,900); utilities ($40,400); the rental of furniture and equipment ($28,700); communications costs, including the rental of a satellite transponder ($34,900); and freight, clearing costs and bank charges ($15,200).

Supplies and materials

196. The amount of $89,400 would provide for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

197. The amount of $128,400 would provide for the acquisition of office furniture and equipment.

Component 5
Subregional activities in Southern Africa

198. Component 5 of subprogramme 7 would be implemented by the subregional office for Southern Africa, which covers the following 11 countries: Angola, Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Zambia and Zimbabwe. The office would implement its programme of work in close cooperation with the African Centre for Statistics to provide technical support to national statistical offices in implementing modern methodologies and tools for improving their statistical operations and facilitating data capture.

199. The work of the component would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 8, 9, and 17 of the Sustainable Development Goals in order to enhance the capacity of member States and regional economic communities to promote industrialization and reduce poverty and inequality.

Table 55

Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve structural transformation through inclusive industrialization aimed at sustainable economic growth and reducing poverty and inequality in the Southern Africa subregion

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018–2019	*2016–2017*	*2014–2015*	*2012–2013*
(a) Enhanced capacity of member States and regional economic communities in the Southern Africa subregion to promote and develop inclusive industrialization policies, national and regional plans and appropriate institutional frameworks to achieve economic development	(i) Increased number of member States, regional economic communities and intergovernmental organizations that have initiated policies, strategies, programmes, activities and reforms on inclusive industrialization and reducing poverty and inequality in the Southern Africa subregion as a result of ECA support	Target	3			
		Estimate				
		Actual				
	(ii) Increased policy discourse and consensus-building among key stakeholders, including member States and non-State institutions, with ECA technical support and advisory services, on industrialization and on reduced poverty and inequality and overall sustainable development in Southern Africa	Target	5			
		Estimate		2		
		Actual				
(b) Strengthened capacity of member States in the Southern Africa subregion, the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC) to implement subregional development priorities, with due consideration for gender perspectives	(i) Number of subregional initiatives designed or implemented by member States, COMESA, SADC and other subregional and intergovernmental organizations, with assistance from ECA, to promote subregional cooperation and integration, with due consideration for gender perspectives	Target	13	10	7	
		Estimate		10	7	3
		Actual			7	
	(ii) Number of policy dialogues and platforms in support of structural transformation in Southern Africa, with due consideration for gender perspectives	Target	4			
		Estimate		2		
		Actual				

External factors

200. The component would be expected to achieve its objectives and expected accomplishments on the assumption that: (a) key partners continued to cooperate and work in close collaboration with the subregional office; (b) member States committed to translating the guiding principles of Agenda 2063 and the Sustainable Development Goals into national development programmes; and (c) member States, regional economic communities and intergovernmental organizations effectively implemented the agreed common policy measures and institutional mechanisms, and delivered on agreed collaborative plans and activities.

Outputs

201. During the biennium 2018–2019, the following outputs would be delivered:

Table 56
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Intergovernmental Committee of Experts of the subregional office for Southern Africa	
Substantive servicing of meetings	
1. Session of the Intergovernmental Committee of Experts of the subregional office for Southern Africa	8
Parliamentary documentation	
2. Report on the work of ECA in Southern Africa	2
3. Progress report on regional and international agendas and other special initiatives, including progress on gender empowerment in the subregion	2
4. Report on key economic and social developments and prospects for regional integration in Southern Africa	2
Other services	
Other ad hoc expert groups	
5. Land and economic development in Southern Africa	1
6. Promoting regional integration in Southern Africa	1
7. Promoting industrialization in Southern Africa	1
8. Small and medium-sized enterprises and economic development in Southern Africa	1
Other substantive activities (regular budget)	
Recurrent publications	
9. Country profiles	8
Non-recurrent publications	
10. Land and economic development in Southern Africa	1
11. Promoting regional integration in Southern Africa	1
12. Promoting industrialization in Southern Africa	1
13. Small and medium-sized enterprises and economic development in Southern Africa	1
Special events	
14. Forum on regional integration in Southern Africa	2
15. Policy dialogue on key economic and social development issues in Southern Africa	2
16. Subregion-wide launch of flagship publications of ECA, such as the *Economic Report on Africa*, *Assessing Regional Integration in Africa*, the *African Governance Report*, the *African Gender and Development Index* and country profiles	2
Technical materials	
17. Policy briefs and research papers on priority development issues in Africa	2
International cooperation and inter-agency coordination and liaison (regular budget)	
Substantive servicing of inter-agency meetings	
18. Subregional Coordination Mechanism for Eastern and Southern Africa	2
19. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Documentation for inter-agency meetings	
20. Subregional Coordination Mechanism for Eastern and Southern Africa	2
21. Thematic clusters of the Regional Coordination Mechanism for Africa	2
Other services	
22. Web-based information site on the subregional office for Southern Africa	1
23. Maintenance of a statistical database on economic and social conditions on countries in Southern Africa	1

Outputs	*Quantity*
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
24. Advisory services to member States, the Southern African Development Community and the Common Market for Eastern and Southern Africa, intergovernmental organizations and civil society organizations	6
Fellowships and grants	
25. To enhance the capacity of delivering on country profiles, activities on industrialization and implementing subregional initiatives	4
Field projects	
26. Supporting regional integration and development programmes in Southern Africa	1

202. The distribution of revised resources for 2019 for subprogramme 7, component 5, is reflected in tables 57 and 58. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the component.

Table 57
Resource requirements, 2019: subprogramme 7, component 5

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	1 974.3	20
Non-post	1 276.7	–
Total (net of staff assessment)	**3 251.0**	**20**

Table 58
Resource requirements by object of expenditure, 2019: subprogramme 7, component 5

(Thousands of United States dollars)

Object of expenditure	*Revised financial resources*
Posts	1 974.3
Other staff costs	80.2
Consultants	50.9
Experts	289.3
Travel of staff	131.1
Contractual services	329.2
General operating expenses	155.4
Supplies and materials	103.9
Furniture and equipment	136.7
Total (net of staff assessment)	**3 251.0**

Posts

203. The amount of $1,974,300 would provide for 20 posts (1 D-1, 1 P-5, 3 P-4, 2 P-3, 2 P-2, 3 National Professional Officer and 8 Local level) for subprogramme 7, component 5, to support the implementation of the mandate under the programme. The

proposed change in staffing would be the redeployment of an Economic Affairs Officer (P-4) located in Lusaka to subprogramme 6, Gender equality and women's empowerment, in Addis Ababa, to lead activities on gender equality and women's empowerment.

204. Non-post resources in the amount of $1,276,700 would provide for the following costs, set out below.

Other staff costs

205. The amount of $80,200 would provide for: (a) temporary assistance for meetings, including simultaneous interpretation into English, French and Portuguese ($40,500); (b) general temporary assistance for the provision of additional assistance during peak working periods and the replacement of staff on annual, sick and maternity leave ($31,500); and (c) overtime to cover peak workload requirements ($8,200).

Consultants

206. The amount of $50,900 would provide for the hiring of external specialized consultants to provide input to the studies and non-recurrent publications on various issues in Southern Africa. The studies and publications require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subregional office. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

207. The amount of $289,300 would provide for ad hoc expert group meetings on: (a) industrialization in Southern Africa; (b) small and medium-sized enterprises and economic development in Southern Africa; and (c) the subregional coordination mechanism for United Nations system-wide support to the African Union and its NEPAD programme.

Travel of staff

208. The amount of $131,100 would provide for the financing of trips to various locations for the substantive servicing of expert group meetings, special events, the servicing of sessions of the intergovernmental committees, field missions and backstopping and coordinating internal programme evaluations. The resources would provide for travel where Internet and/or audio/videoconference technology is considered insufficient to carry out quality analysis, research and data collection.

Contractual services

209. The amount of $329,200 would provide for contractual services related to evaluation, editorial services, security services, cleaning, electrical and mechanical services and the external printing of major publications and technical materials.

General operating expenses

210. The amount of $155,400 would provide for the maintenance of premises ($24,900), the preventive maintenance of electrical and mechanical equipment ($14,900), utilities ($24,900), cleaning services ($14,900) and communications charges ($75,800).

Supplies and materials

211. The amount of $103,900 would provide for expendable office supplies and materials, including paper, stationery and data-processing and word-processing supplies.

Furniture and equipment

212. The amount of $136,700 would provide for the acquisition of office furniture and equipment, including replacement items for the subregional office.

Subprogramme 8
Economic development and planning

213. Substantive responsibility for implementing the subprogramme would be vested within the African Institute for Economic Development and Planning, based in Dakar, which acts as the training arm of ECA.

214. The Institute's role in strengthening institutional and human capacities in African countries towards an accelerated continental transformation retains its importance and relevance and sets the tone for its direction. Strategically, the Institute seeks to contribute to the expansion of the capacity of African countries to autonomously deploy development planning tools to achieve the core goal of the structural transformation of their economies and societies. The Institute's work would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 8 and 17 of the Sustainable Development Goals.

Table 59
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To improve public sector management and development planning in support of member States' structural transformation

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	2018–2019	2016–2017	2014–2015	2012–2013
(a) Enhanced capacity of member States for better participatory development planning, including long-term visioning, sectoral policy design and planning and urban and regional planning	(i) Increased number of member States adopting and applying appropriate planning approaches, policies and tools for the attainment of their strategic goals and objectives as a result of guidelines and recommendations emanating from the interventions of the African Institute for Economic Development and Planning	Target	30	25	18	
		Estimate		25	18	10
		Actual			10	10
	(ii) Increased number of participants who have responded to surveys acknowledging that they have significantly benefited from the training at the African Institute for Economic Development and Planning on development planning, public administration and results-based management	Target	10	9		
		Estimate		9	9	
		Actual			9	
(b) Strengthened capacity of member States to develop and adopt better approaches to economic policy formulation, management, monitoring and evaluation	(i) Increased number of member States adopting new or better tools and approaches to economic policy formulation and management as a result of the recommendations of the African Institute for Economic Development and Planning	Target	28	25	15	
		Estimate		25	18	9
		Actual			15	10

(ii) Increased number of participants acknowledging that they have benefited from the training activities at the African Institute for Economic Development and Planning aimed at improving their work in economic policy formulation, implementation and evaluation, with a strong focus on gender	Target	8
	Estimate	
	Actual	

External factors

215. The subprogramme would be expected to achieve its objectives and expected accomplishments on the assumption that: (a) funds would be available to undertake planned events; (b) the impact of the financial and economic crisis on donor countries did not affect the level of financial commitment of the donor community to fund courses; and (c) political economy and political will at all levels would serve as opportunities for enabling the adoption and application of recommended development planning and economic management approaches.

Outputs

216. During the biennium 2018–2019, the following outputs would be delivered:

Table 60

Categories of outputs and final outputs

Category	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget and extrabudgetary)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Statutory meeting of the Governing Council of the African Institute for Economic Development and Planning (IDEP)	4
2. Technical Advisory Committee of IDEP	4
Parliamentary documentation	
3. Reports to the IDEP Governing Council on the status of the subprogramme	4
4. IDEP Governing Council meeting reports	4
5. Progress reports to the IDEP Technical Advisory Committee	4
6. IDEP Technical Advisory Committee meeting report to the Governing Council	4
7. Statutory audit reports on the financial health of IDEP presented to the Governing Council	2
8. IDEP programme progress reports for the ECA Conference of Ministers of Finance, Planning and Economic Management	2
Other services	
Other ad hoc expert groups	
9. High-level policy dialogue events attended by policy officials from member States, private sector representatives and subject-matter experts to examine various issues pertaining to African economic development and planning, with a particular emphasis on those relating to the 2030 Agenda for Sustainable Development	4
10. Communities of practice for African development planners facilitated through electronic media	2
Other substantive activities (extrabudgetary)	
Booklets, pamphlets, fact sheets, wallcharts, information kits	
11. Information kit for IDEP comprising a strategic plan, training brochures, booklets, leaflets, kakemonos, banners and assorted accessories to promote the Institute's work (set)	1
Seminars	
12. Development seminars on top-of-mind topics on African economic development and planning	18

Outputs	*Quantity*
Exhibits, guided tours, lectures	
13. Field visits to explore practical applications of classroom learning in the areas of industrialization, transport and infrastructure, agriculture, mining and natural resources management, and tourism	6
Technical materials	
14. Discussion papers presented by authors at research-related events co-organized by IDEP and partners, to be disseminated to the wider public through print and electronic media	4
15. Fellowship papers on relevant selected research topics published in journals	4
16. Policy briefs on outcomes of monthly development seminars organized by IDEP and partners disseminated to the wider public through print and electronic media	12
Technical cooperation (regular budget and extrabudgetary)	
Advisory services	
17. Advisory missions, undertaken at the request of member States and regional economic communities, centred on economic management and development planning	6
18. Needs assessment missions undertaken to a sample of member States and regional economic communities to identify human capacity-building needs that can be addressed by skills training in order to develop new on-site or tailor-made training courses	4
Training, seminars and workshops	
19. Two-week skills training courses on various aspects of African economic development and planning, targeting an average of 25 public officials each	24
20. One-week skills training courses on various aspects of African economic development and planning, targeting an average of 25 public officials each	16
21. E-learning courses in French and English based on selected ECA flagship publications, targeting academia, civil society, the private sector and the public sector	4
22. E-learning courses in French and English via the IDEP online learning platform based on the current IDEP portfolio of regular courses, targeting civil society, the private sector and the public sector	6
23. Master's degree programmes with specializations of relevance to African development, targeting policymakers and offered in collaboration with recognized African universities	2
24. Curriculum development workshops to develop new courses that address needs expressed by member States through IDEP needs assessment missions	4
Fellowships and grants	
25. To undertake quality research leading to publications on the management of economic policy and development planning	6
Administrative support services	
Central support services	
Archives and records management	
26. Books, journals and other library materials on economic management and development planning in French and English procured and made available to training participants and the wider public through the on-site and virtual library	1

217. The distribution of revised resources for 2019 for subprogramme 8 is reflected in tables 61 and 62. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the subprogramme.

Table 61
Resource requirements, 2019: subprogramme 8

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Non-post	1 299.9	–
Total (net of staff assessment)	**1 299.9**	**–**

Table 62
Resource requirements by object of expenditure, 2019: subprogramme 8

(Thousands of United States dollars)

Object of expenditure	*Financial resources*
Grants and contributions	1 299.9
Total (net of staff assessment)	**1 299.9**

Grants and contributions

218. The amount of $1,299,900 would provide for the continuation of the grant to the African Institute for Economic Development and Planning, in accordance with General Assembly resolutions 45/248 A, section V; 46/185 C, section XVII; and 66/246.

Subprogramme 9
Poverty, inequality and social policy

219. The responsibility for implementing the subprogramme would rest with the Gender, Poverty and Social Policy Division. The work of the subprogramme would be conducted within the framework of the 2030 Agenda for Sustainable Development and Agenda 2063, with a special focus on advancing Goals 1, 2, 3, 4, 8, 10, 11 and 17 of the Sustainable Development Goals and an emphasis on human and social development, including population dynamics, strategically guided by regional and global commitments. The convening role of ECA would be emphasized, in particular with regard to promoting regional cooperation and consensus-building with respect to accelerating the implementation of international and regional commitments.

Table 63
Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures

Objective of the Organization: To achieve inclusive and equitable sustainable human and social development in Africa

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018–2019*	*2016–2017*	*2014–2015*	*2012–2013*
(a) Enhanced capacity of member States to design, implement and monitor policies and strategies that address poverty and inequality	Increased number of member States adopting ECA-advocated gender-sensitive policies, approaches and tools for reducing poverty and inequality	Target	16	15	12	
		Estimate		14	12	10
		Actual			12	10
(b) Enhanced capacity of member States to develop, implement and monitor human and social development policies	Increased number of member States adopting ECA-supported gender-sensitive policies, approaches and tools for human and social development	Target	12	10		
		Estimate		12	7	
		Actual			10	
(c) Enhanced capacity of member States to design, implement and monitor urbanization policies, programmes and strategies	Increased number of member States applying knowledge and information generated by ECA to design, implement and monitor urbanization policies in support of national development planning, with a focus on gender equality	Target	8	5		
		Estimate		7		
		Actual				

External factors

220. The subprogramme would be expected to reach its objectives and expected accomplishments on the assumption that: (a) member States would allocate adequate human and social resources to the implementation of regional and international policy frameworks on social development, especially with regard to commitments to the 20-year review of the International Conference on Population and Development, the Copenhagen Declaration on Social Development, the Beijing Platform for Action, the United Nations Conference on Housing and Sustainable Urban Development and the implementation of policy frameworks on social development and urbanization, and commitments to the African Union NEPAD programme; (b) measures would be taken by member States to make data and reports available to the subprogramme in a timely manner; and (c) partners would be willing to collaborate and harmonize efforts to support ECA, member States and regional economic committees.

Outputs

221. During the biennium 2018–2019, the following outputs would be delivered:

Table 64
Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies (regular budget)	
Conference of African Ministers of Finance, Planning and Economic Development and Committee of Experts of the Economic Commission for Africa	
Substantive servicing of meetings	
1. Third session of the Committee on Gender and Social Development	1
Parliamentary documentation	
2. Third session of the Committee on Gender and Social Development	1

Outputs	*Quantity*
3. Report on harmonized implementation, monitoring and reporting framework on the New Urban Agenda in Africa to the African Union Specialized Technical Committee on Public Service, Local Government, Urban Development and Decentralization	1
Other services	
Other ad hoc expert groups	
4. Implementation of the Addis Ababa Declaration on Population and Development in Africa beyond 2014	1
5. Migration in Africa	1
6. Monitoring social investments in Africa	1
7. State of urbanization in Africa	1
8. Policy mapping	1
9. Implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	1
10. Urban data and statistics in Africa	1
Other substantive activities	
Recurrent publications	
11. *Africa Human Development Report*	1
Non-recurrent publications	
12. Implementation of the Addis Ababa Declaration on Population and Development in Africa beyond 2014	1
13. Migration in Africa	1
14. Policy mapping and human exclusion	1
15. The youth bulge and employment opportunities in urban areas of Africa (2018)	1
16. State of urbanization in Africa	1
17. Implementing Sustainable Development Goal 11 and the New Urban Agenda in Africa	1
18. Urban data and statistics	1
19. Monitoring social investments in Africa	1
Technical materials	
20. Policy briefs on policy mapping: a tool for improved inclusivity	2
21. Training manual on integrating the demographic dividend into national and sectoral plans	1
22. Training manual on improved monitoring of social investments in Africa	1
23. Guidelines on mainstreaming urbanization into national development planning	1
Technical cooperation	
Advisory services	
24. Provision of advisory services to member States and regional economic communities on social protection, youth employment, health and nutrition-related interventions in the context of the Sustainable Development Goals	1
25. Addressing migration issues in the context of the Global Compact for Migration	5
Fellowships and grants	
26. Interns to support the strengthening of the knowledge base on gender and development issues in Africa based on the Continent-Wide Initiative for Gender Equality and Women's Empowerment	6
27. Demographic dividend, employment, urbanization, migration	2
Training, seminars and workshops	
28. Capacity-building workshops for policymakers on mainstreaming social development	4

222. The distribution of revised resources for 2019 for subprogramme 9 is reflected in tables 65 and 66. The following resource requirements are justified in terms of the planned outputs, which would contribute to the expected accomplishments and objectives contained under the subprogramme.

Table 65
Resource requirements, 2019: subprogramme 9

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	2 549.0	21
Non-post	483.3	–
Total (net of staff assessment)	**3 032.3**	**21**

Table 66
Resource requirements by object of expenditure, 2019: subprogramme 9

(Thousands of United States dollars)

Object of expenditure	*Financial resources*
Posts	2 549.0
Other staff costs	2.6
Consultants	38.1
Experts	228.4
Travel of staff	36.5
Contractual services	47.5
Grants and contributions	130.2
Total (net of staff assessment)	**3 032.3**

Posts

223. The amount of $2,549,000 would provide for 21 posts (1 D-1, 4 P-5, 3 P-4, 4 P-3, 1 P-2, 1 National Professional Officer and 7 Local level) to support the implementation of the mandate under the programme. The proposed changes in staffing include the inward redeployment of a Chief of Section, Programme Management (P-5) from the discontinued subprogramme 5, Capacity development, for the provision of technical and managerial leadership and supervision of the Urbanization and Development Section. In addition, the changes include the outward redeployment of a Social Affairs Officer (P-3) to the new subprogramme 3, Private sector development and finance, to assist in the delivery of programmes under the Energy Infrastructure and Services Section.

224. Non-post resources in the amount of $483,300 would provide for the following costs, set out below.

Other staff costs

225. The amount of $2,600 would provide for overtime costs for staff members working after regular hours during periods of peak workload, particularly during ad hoc expert group meetings and meetings of the Committee on Gender and Social Development.

Consultants

226. The amount of $38,100 would provide for consultancy services for data collection and compilation for planned outputs, including reports on migration in Africa, policy mapping and human exclusion, the state of urbanization in Africa and

a policy briefing on the implementation of Sustainable Development Goal 11 and the New Urban Agenda in Africa. Those activities require detailed expertise and technical knowledge for which neither similar nor equivalent competence would be available in the subprogramme. It is also not considered cost-effective to build capacity by recruiting staff with such specialized skills.

Experts

227. The amount of $228,400 would provide for ad hoc expert group meetings to review reports on topics such as: (a) migration in Africa; (b) monitoring social investments in Africa; (c) the state of urbanization in Africa; (d) policy mapping; (e) the implementation of Sustainable Development Goal 11 and the New Urban Agenda in Africa; and (f) urban data and statistics in Africa.

Travel of staff

228. The amount of $36,500 would provide for the financing of trips to various locations for substantive meetings to provide advisory services to member States on urbanization and structural transformation as well as on social protection and employment issues; participate in high-level policy dialogues related to urbanization, employment, migration and demographic dividends; and conduct data collection, research and dissemination of divisional results on population and youth issues.

Contractual services

229. The amount of $47,500 would provide for the editing, translation, layout and design of recurrent and non-recurrent publications and to meet the interpretation, translation and printing costs of materials for all conferences, meetings and workshops.

Grants and contributions

230. The amount of $130,200 would provide for the continuation of a grant to the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders to finance five core posts (at the Professional level) at the Institute (Director, Deputy Director, Training and Human Resources Development Adviser, Administrative/Finance Officer and Information/Documentation Adviser) and related administrative costs of the Institute in accordance with General Assembly resolution 54/130.

D. Programme support

231. Programme support would be composed of the Division of Administration and the Publications, Conference and Knowledge Management Division. The underlying structures and functions of those two Divisions would be reconfigured to align with the new strategic framework and direction of ECA.

232. The Division of Administration would ensure the effective implementation of the substantive mandate of the Commission. It would encompass the Office of the Director, the Human Resources Services Section, the United Nations Health Care Centre, the Supply Chain Management Section, the Facilities Management Section and the Finance and Budget Section. A new Budget Unit would be constituted within the reconfigured Finance and Budget Section, staffed through the downward reclassification of a post of Chief of Section, Budget (P-5), to Chief of Unit, Budget (P-4). That post and all other posts in the Integrated Planning and Budgeting Section of the Strategic Planning, Partnerships and Operational Quality Division, executive direction and management, would be redeployed to the Division of Administration, programme support. In addition, under the reconfigured structure, the Conference

Management Section and the Protocol, Travel and Transport Services Section would be transferred from the Division of Administration to the Publications, Conference and Knowledge Management Division.

233. The reconfigured Publications, Conference and Knowledge Management Division would encompass the Office of the Director of the Publications, Conference and Knowledge Management Division; the Information, Communications and Technology Services Section (previously Information Technology and Umoja Support); the Publications and Conference Management Section (created by combining the former Publications and Documentations Section, the Conference Management Section and the Protocol, Travel and Transport Services Section, which would be redeployed from Division of Administration); and the Knowledge Management Services Section (previously the Knowledge and Library Services Section).

234. The distribution of the revised resources for 2019 for programme support is reflected in tables 67 and 68.

Table 67
Resource requirements, 2019: programme support

(Thousands of United States dollars)

Category	*Financial resources*	*Posts*
Regular budget		
Post	14 729.3	233
Non-post	15 731.4	–
Total (net of staff assessment)	**30 460.7**	**233**

Table 68
Resource requirements by object of expenditure, 2019: programme support

(Thousands of United States dollars)

Object of expenditure	*Financial resources*
Posts	14 729.3
Other staff costs	1 436.2
Travel of staff	156.9
Contractual services	3 561.2
General operating expenses	5 522.9
Hospitality	51.3
Supplies and materials	1 733.7
Furniture and equipment	3 121.9
Grants and contributions	147.3
Total (net of staff assessment)	**30 460.7**

Posts

235. The amount of $14,729,300 would provide for 233 posts (2 D-1, 8 P-5, 19 P-4, 20 P-3, 8 P-2, 3 National Professional Officer and 173 Local level). The following organizational and staffing changes are proposed:

(a) The inward redeployment of 1 D-1 and 2 Local level posts from the discontinued Public Information and Knowledge Management Division, executive direction and management, to the Office of the Director of the Publications,

Conference and Knowledge Management Division, in line with the proposed new organizational restructuring of ECA, which includes two divisions under programme support and shifting the responsibilities for information technology, knowledge management, publications, conference services and protocol to the reconfigured Publications, Conference and Knowledge Management Division;

(b) The abolishment of a post of Senior Administrative Officer (P-5) in the Office of the Director of the Division of Administration, and a post of Chief of Section, Information Management (P-5), in the Publications and Documentations Section, to align with the new restructuring under programme support. The new Publications and Conference Management Section would be headed by a Chief of Section, Conference Services (P-5), which is currently under the existing Conference Management Section. The post of Senior Administrative Officer (P-5) would no longer be required owing to the establishment of two divisions under programme support that each have a D-1 post;

(c) The inward redeployment of a Chief of Unit, Budget (P-4) (reclassified from Chief of Section, Budget (P-5)), a Programme Budget Officer (P-3), an Associate Budget Officer (National Professional Officer) and four Budget Assistants (Local level), from executive direction and management to the Budget Unit within the reconfigured Finance and Budget Section;

(d) The abolishment of a Protocol Officer (P-4) and the establishment of a Facilities Management Officer (P-4) under the Facilities Management Section, owing to an increased need for a higher-level post to support ECA, including the subregional offices, in the areas of mechanical, electrical and civil engineering, landscaping, cleaning and hygiene operations;

(e) The abolishment of an Electrical Engineer (P-3) and the establishment of a Protocol Officer (P-3) under the Protocol, Travel and Transport Services Section, as the service would require less high-level expertise;

(f) The inward redeployment of the following posts from the Division of Administration to the Publications, Conference and Knowledge Management Division in line with the new reconfiguration of programme support: a Chief of Section, Conference Services (P-5); a Programme Management Officer (P-4); a Programme Management Officer (P-3); a Transport Officer (National Professional Officer); four Transport Assistants (Local level); four Protocol Assistants (Local level); a Senior Transport Assistant (Local level); a Senior Finance and Budget Assistant (Local level); a Documents Management Assistant (Local level); two Senior Meetings Services Assistants (Local level); eight Meeting Services Assistants (Local level); an Administrative Assistant (Local level); two Team Assistants (Local level); and three Travel Assistants (Local level);

(g) The outward redeployment of an Administrative Assistant (Local level) and a Programme Management Assistant (Local level) to the Office of the Deputy Executive Secretary (Programme Support) and a Team Assistant (Local level) to the Office of the Director of the Strategic Planning, Oversight and Results Division to provide administrative support to those entities under executive direction and management. In addition, one Staff Assistant (Local level) would be redeployed to subprogramme 1, Macroeconomic policy and governance, to provide administrative services to the subprogramme.

236. Non-post resources in the amount of $15,731,400 would provide for the following costs, set out below.

Other staff costs

237. The amount of $1,436,200 for 2019 would provide for: (a) general temporary assistance for meetings, including the recruitment of short-term language staff to undertake such services as interpretation and translation into the three languages of ECA (Arabic, English, French) on a freelance basis ($835,000); (b) general temporary assistance for the replacement of staff on maternity and extended sick leave as well as to meet other unexpected temporary staffing needs to cover the temporary replacement of staff during periods of sick or maternity leave as well as periods of increased workloads ($515,000); and (c) overtime and night differential costs for staff working after regular hours during periods of peak workload ($86,200).

Travel of staff

238. The amount of $156,900 would provide for participation in inter-agency programme support network meetings, forums and workshops, Umoja financial management and Umoja Extension 2 budget formulation activities and hearings of the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee.

Contractual services

239. The amount of $3,561,200 would provide for data-processing services ($1,120,000); external publishing and translation, editing and quality control services ($240,000); services related to the ECA institutional repository for the digitizing of current material and the Access to Scientific Knowledge in Africa (ASKIA) programme ($430,000); human and financial resource management ($526,200); language teachers ($780,000); other specialized services ($200,000); and archives and records management ($200,000). It would also provide funding for the African Virtual Library and Information Network's capacity-building and outreach programme, which is designed to support information development in member States' institutions (e.g., universities, research centres, Government libraries) in order to facilitate access to information as a catalyst to achieving the Sustainable Development Goals ($65,000).

General operating expenses

240. The amount of $5,522,900 would provide for the rental and maintenance of premises ($850,000), utilities ($725,000), the rental and maintenance of office furniture and equipment ($1,000,000), communications ($1,827,900), the rental and maintenance of data-processing and office automation equipment ($545,000) and miscellaneous services, including buildings, vehicles, freight, marine transport and related insurance ($575,000).

Hospitality

241. The provision of $51,300 would be required to cover official functions of ECA as a whole, including group hospitality during major meetings at the ministerial level and other intergovernmental meetings mandated by the Commission, as well as for the annual celebration of United Nations Day in Addis Ababa.

Supplies and materials

242. The amount of $1,733,700 would provide for expendable general office items, including supplies for printing and reproduction, stationery, photocopier supplies and office automation and computer supplies. It would also provide for uniforms for drivers, technicians, messengers, documents reproduction staff, facilities

management technicians and cleaners; language training materials for language classes and for the Self-Study Centre; and library supplies.

Furniture and equipment

243. The amount of $3,121,900 would provide for the acquisition and replacement of equipment and software packages, including office furniture and equipment ($623,300); office automation equipment, including equipment related to the library redesign and space management ($1,749,500); and printing and publishing equipment ($749,100).

Grants and contributions

244. The amount of $147,300 would provide for service charges by the United Nations Development Programme relating to payment authorizations, pouch handling and shipment arrangements; ECA contributions to the respective field security offices of the subregional offices; contributions to the Field Security Office in Addis Ababa; and dispensary charges for four subregional offices: East Africa, Southern Africa, West Africa and Central Africa.

III. Action required by the General Assembly

245. The budgetary impact related to the above-mentioned modifications of the programme of work amounting to $69,200, is being accommodated within the approved budget level for 2018–2019 for section 9, Economic and social affairs. The budgetary impact for the budget years 2020 and 2021 amounting to $282,900 would be accommodated within the overall resources that would be made available under section 9, Economic and social affairs. Accordingly, no action is being requested of the General Assembly with regard to the two items.

246. The overall resource requirements arising under the regular budget as a result of the implementation of the proposed restructuring of the Economic Commission for Africa are proposed to be met entirely through the realignment of resources. Therefore, no additional resources are being sought under the programme budget for the biennium 2018–2019.

247. **On that basis, the General Assembly is requested to take the following actions with regard to the proposed restructuring of the Economic Commission for Africa, effective 1 January 2019:**

(a) **Approve the proposed restructuring, including the related redistribution of posts and non-post resources, and the reorganizing, realigning and reprofiling of resources under the new subprogramme structure, as described in the present report;**

(b) **Approve the establishment of 7 posts (4 P-5, 1 P-4 and 2 P-3) under section 18A, Economic Commission for Africa, of the programme budget for the biennium 2018–2019;**

(c) **Approve the abolishment of 7 posts (3 P-5, 2 P-4 and 2 P-3) under section 18A, Economic Commission for Africa, of the programme budget for the biennium 2018–2019;**

(d) **Approve the reclassification of a post from the P-5 level to the P-4 level under section 18A, Economic Commission for Africa, of the programme budget for the biennium 2018–2019.**

Annex I

Organizational structure for the Economic Commission for Africa and post distribution for the biennium 2018–2019

Economic Commission for Africa
RB: 1 USG
Office of the Executive Secretary
RB: 1 D-1
XB: 1 P-3, 2 LL
Chief of Staff
RB: 1 P-4, 1 P-3, 2 LL
Secretary of the Commission
RB: 1 P-5, 1 P-3, 1 LL
Office of the Deputy Executive Secretary and Chief Economist
RB: 1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 LL
Regional Integration and Trade Division (subprogramme 2)
RB: 1 D-1, 3 P-5, 5 P-4, 6 P-3, 2 P-2, 8 LL
XB: 1 D-1, 2 P-5, 4 P-4, 5 P-3, 1 NPO, 4 LL
Special Initiatives Division (subprogramme 3)
RB: 1 D-1, 2 P-5, 4 P-4, 2 P-3, 1 P-2, 8 LL
XB: 2 D-1, 9 P-5, 6 P-4, 8 P-3, 1 NPO, 11 LL
Macroeconomic Policy Division (subprogramme 1)
RB: 1 D-1, 4 P-5, 6 P-4, 4 P-3, 2 P-2, 9 LL
XB: 1 P-3, 2 LL
African Centre for Statistics (subprogramme 4)
RB: 1 D-1, 5 P-5, 6 P-4, 6 P-3, 1 P-3[a], 4 P-2, 15 LL
XB: 7 P-4, 6 P-3, 5 P-2, 5 LL
Social Development Policy Division (subprogrammes 6 and 9)
RB: 1 D-1, 3 P-5, 4 P-4, 5 P-3, 1 P-3,[a] 2 P-2, 1 NPO,[d] 9 LL
XB: 1 P-5, 3 P-4, 2 P-3, 1 NPO, 3 LL
Office of the Deputy Executive Secretary for Knowledge Delivery
RB: 1 D-2, 1 P-5, 1 P-4, 1 P-3, 1 LL
Division of Administration (programme support)
RB: 1 D-1, 9 P-5, 1 P-5,[c] 17 P-4, 1 P-4,[b] 19 P-3, 8 P-2, 2 NPO, 171 LL
XB: 1 P-4, 5 P-3, 6 NPO, 38 LL
Subregional Activities for Development (subprogramme 7)
RB: 5 D-1, 5 P-5, 18 P-4, 17 P-3, 1 P-3,[b] 7 P-2, 11 NPO, 41 LL
African Institute for Economic Development and Planning
Capacity Development Division (subprogramme 5)
RB: 1 D-1, 2 P-5, 1 P-4, 1 P-3, 4 LL, 1 LL[a]
XB: 1 P-4, 1 LL
Public Information and Knowledge Management Division
RB: 1 D-1, 1 P-5, 1 P-4, 2 P-3, 4 LL
African Institute for Crime Prevention
Strategic Planning, Partnerships and Operational Quality Division
RB: 1 D-1, 4 P-5, 1 P-5,[b] 3 P-4, 5 P-3, 1 P-3,[b] 1 P-2, 1 NPO, 12 LL
XB: 1 P-4, 2 P-3, 3 NPO, 2 LL

Abbreviations: LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

[a] Redeployment.

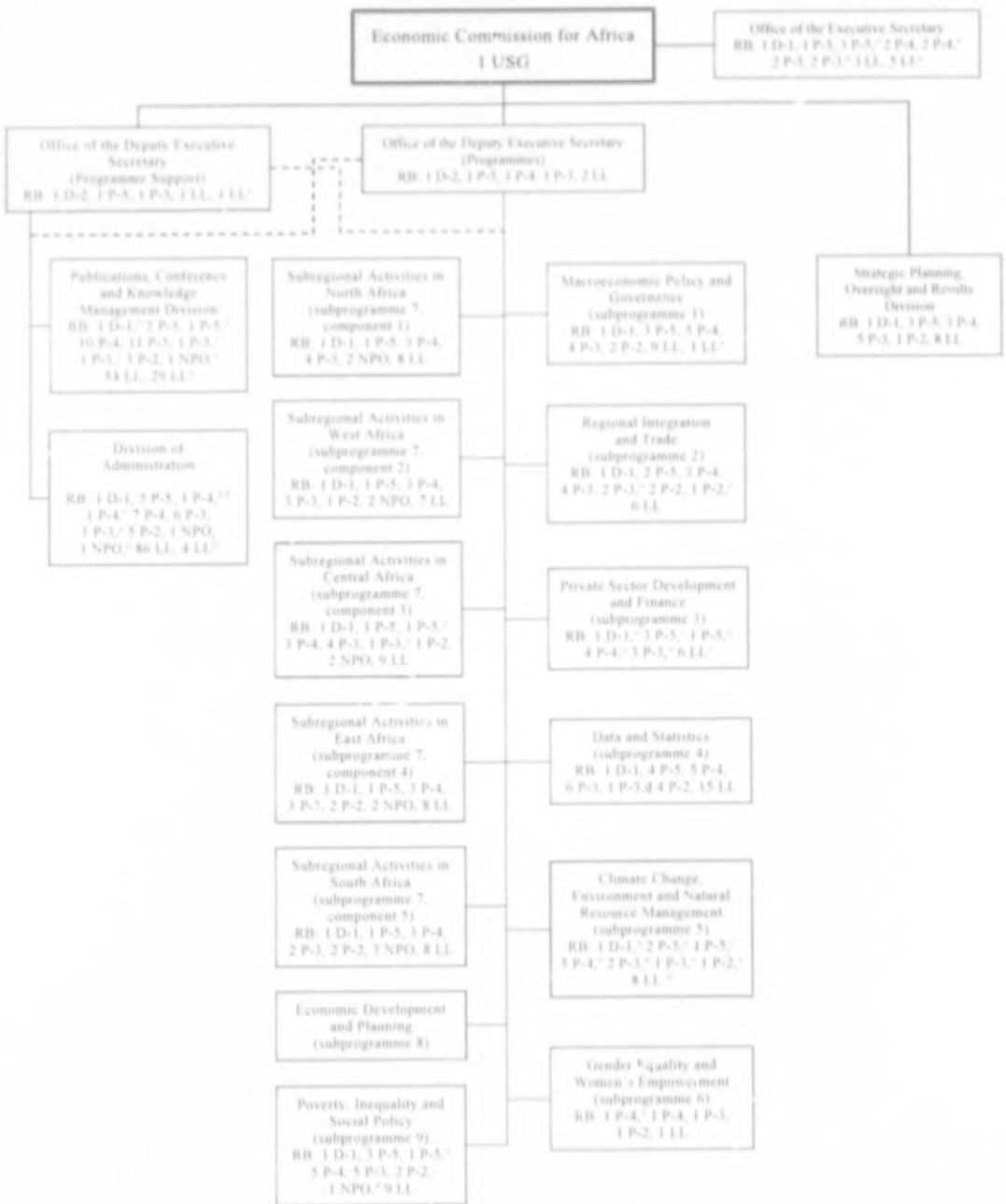
[b] Reclassification.

[c] New.

[d] Temporary.

Annex II

Revised organizational structure for the Economic Commission for Africa and post distribution for the biennium 2018–2019


Economic Commission for Africa
1 USG
Office of the Executive Secretary
RB: 1 D-1, 1 P-5, 3 P-5,[c] 2 P-4, 2 P-4,[c] 2 P-3, 2 P-3,[c] 3 LL, 5 LL[c]
Office of the Deputy Executive Secretary (Programme Support)
RB: 1 D-2, 1 P-5, 1 P-3, 1 LL, 1 LL[c]
Office of the Deputy Executive Secretary (Programmes)
RB: 1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 LL
Publications, Conference and Knowledge Management Division
RB: 1 D-1,[c] 2 P-5, 1 P-5,[c] 10 P-4, 11 P-3, 1 P-3,[c] 1 P-3,[c] 3 P-2, 1 NPO,[c] 54 LL, 29 LL[c]
Division of Administration
RB: 1 D-1, 5 P-5, 1 P-4,[c] 1 P-4,[c] 7 P-4, 6 P-3, 1 P-3,[c] 5 P-2, 1 NPO, 1 NPO,[c] 86 LL, 4 LL[c]
Subregional Activities in North Africa (subprogramme 7, component 1)
RB: 1 D-1, 1 P-5, 3 P-4, 4 P-3, 2 NPO, 8 LL
Subregional Activities in West Africa (subprogramme 7, component 2)
RB: 1 D-1, 1 P-5, 3 P-4, 3 P-3, 1 P-2, 2 NPO, 7 LL
Subregional Activities in Central Africa (subprogramme 7, component 3)
RB: 1 D-1, 1 P-5, 1 P-5,[c] 3 P-4, 4 P-3, 1 P-3,[c] 1 P-2, 2 NPO, 9 LL
Subregional Activities in East Africa (subprogramme 7, component 4)
RB: 1 D-1, 1 P-5, 3 P-4, 3 P-3, 2 P-2, 2 NPO, 8 LL
Subregional Activities in South Africa (subprogramme 7, component 5)
RB: 1 D-1, 1 P-5, 3 P-4, 2 P-3, 2 P-2, 3 NPO, 8 LL
Economic Development and Planning (subprogramme 8)
Poverty, Inequality and Social Policy (subprogramme 9)
RB: 1 D-1, 3 P-5, 1 P-5,[c] 5 P-4, 5 P-3, 2 P-2, 1 NPO,[c] 9 LL
Macroeconomic Policy and Governance (subprogramme 1)
RB: 1 D-1, 3 P-5, 5 P-4, 4 P-3, 2 P-2, 9 LL, 1 LL[c]
Regional Integration and Trade (subprogramme 2)
RB: 1 D-1, 2 P-5, 3 P-4, 4 P-3, 2 P-3,[c] 2 P-2, 1 P-2,[c] 6 LL
Private Sector Development and Finance (subprogramme 3)
RB: 1 D-1,[c] 3 P-5,[c] 1 P-5,[c] 4 P-4,[c] 3 P-3,[c] 6 LL[c]
Data and Statistics (subprogramme 4)
RB: 1 D-1, 4 P-5, 5 P-4, 6 P-3, 1 P-3,[d] 4 P-2, 15 LL
Climate Change, Environment and Natural Resource Management (subprogramme 5)
RB: 1 D-1,[c] 2 P-5,[c] 1 P-5, 3 P-4,[c] 2 P-3,[c] 1 P-3,[c] 1 P-2,[c] 8 LL[c]
Gender Equality and Women's Empowerment (subprogramme 6)
RB: 1 P-4,[c] 1 P-4, 1 P-3, 1 P-2, 1 LL
Strategic Planning, Oversight and Results Division
RB: 1 D-1, 1 P-5, 3 P-4, 5 P-3, 1 P-2, 8 LL

Abbreviations: LL, Local level; NPO, National Professional Officer; RB, regular budget; USG, Under-Secretary-General.

[c] Redeployment.

[r] Reclassification.

[n] New.

[d] Temporary.